

Local Government  
Better Practice Guide  
ANNUAL REPORT  
MODEL REPORT OF OPERATIONS  
2021-22

# Report of operations (full guide)

This section outlines an example of a Report of Operations. In addition to the content, the guide will provide suggestions and mandatory inclusions.

Guiding symbols have been included to assist in understanding which content is required and which content is optional. For example:



## **MANDATORY**

This feature or content must be included

This symbol denotes content or a feature that is required to be included within the report of operations to meet statutory or legislative requirements. Council may customise the look or layout, but the content must be included in some form.



## **RECOMMENDED**

This feature or content represents good practice

This symbol denotes content or a feature that represents good practice. Councils may choose to customise according to their own needs. Content may be removed or changed.

**RECOMMENDED**

This feature or content  
represents good  
practice

[TITLE PAGE]

# Victorian City Council

Report of Operations

For the year ended 30 June 202X

# Report of Operations

For the year ended 30 June 202X

## RECOMMENDED

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represents good  
practice

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# Report of Operations

For the year ended 30 June 202X

## Introduction

### Welcome to the report of operations 202X-2X

Council is committed to transparent reporting and accountability to the community and the Report of Operations 202X-2X is the primary means of advising the Victorian City Council community about council's operations and performance during the financial year.

### Snapshot of council

#### RECOMMENDED

This feature or content represents good practice

#### Demographic profile:

- Victorian City Council includes the suburbs of Abbotsley, Bradford, Bradford North, Calwood, Crowley, Dodworth, Halifax, Halifax East, Kirkby and Kirkby East, and parts of Gonerby, Setchey and March
- It has an estimated residential population of 186,800 people (as at 30 June 2011) and 20% are aged 60 years and over
- Nearly seven out of ten Victorian City Council residents were born in Australia, but residents were born in more than 150 countries and speak more than 120 languages
- A quarter of Victorian City Council's residents work within the municipality and just under a quarter work in the City of Melbourne
- Victorian City Council households have an income in the top 25% for Victoria.

#### Purpose:

- Vision – A vibrant, liveable city which fosters the cultural, environmental, economic and personal wellbeing of our community
- Mission – To provide services, facilities, support and advocacy to enable our community to further its sense of place and feeling of connectedness.
- Values
  - Integrity: Acting honestly and ethically on all occasions. Doing what we say we will do. Ensuring that our service is characterised by openness and transparency
  - Collaboration: Working inclusively with others to identify and meet their needs. Building and sustaining sound relationships. Encouraging effective engagement and participation
  - Accountability: Taking full responsibility for our own decisions and actions. Being professional, thorough and timely in our service delivery. Seeking, providing and responding to feedback
  - Innovation: Demonstrating foresight and creativity in meeting the challenges of the future. Nurturing an environment in which innovative thinking is sought, encouraged and valued. Continuously looking for improvements in our service delivery
  - Respect: Treating all customers, stakeholders and colleagues with equality and consideration. Caring about others and ensuring that they feel valued. Listening, clarifying and responding appropriately when we communicate with others.

#### Fast facts:

- 110 groups assisted by annual Community Grants
- 6,018 graffiti removal requests completed
- 105 sportsgrounds maintained
- 2,268 kilometres of footpaths maintained
- 340 submissions at Council and Committee meetings
- 123,525 hours of ageing and disability care support provided
- 77,257 tonnes of waste collected
- 692 kilometres of stormwater pipes maintained
- 2,474 new trees planted

- 205,224 calls answered by the Contact Centre
- 2.48 million library items borrowed
- 1,221 planning applications received
- 72,261 rateable properties
- 2.53 million attendees at Victorian City Council leisure and aquatic centres.

**RECOMMENDED**

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practice

## Highlights of the year

### Strategic objective: Strengthening communities

We will identify and respond to community needs and provide opportunities to enable people in our community to be supported and involved – See section on Our Performance for details.

#### Achievements:

- Adoption of the Victorian City Council Access and Inclusion Plan 2014–18.
- Celebrated 10 years of the Victorian City Council Farmers Market.
- Opened the Halifax Community Precinct.
- Celebrated the opening of the Calwood Library.
- Facilitated the Victorian City Council Primary School Short Story Competition.
- Implemented the Walk, Rest, Talk Project.

### Strategic objective: Enhancing the environment

We will improve our natural and urban environment in a sustainable way – See section on Our Performance for details.

#### Achievements:

- Adoption of the Urban Biodiversity Strategy 2015–25.
- Introduction of a hard waste collection trial to assist the disposal of hard waste.
- Awarded the Litter Prevention Award at the Keep Australia Beautiful National Sustainable Cities Awards.
- Completed the Miner Park Childcare Centre green roof, one of the larger urban green roofs in Australia.
- Conducted the Victorian City Council Sustainability Awards for schools.

### Strategic objective: Ensuring liveability and amenity

We will protect and improve the character of our neighbourhoods for current and future generations – See section on Our Performance for details.

#### Achievements:

- Installation of emergency markers on the Garden Creek Trail.
- Introduction of the Smoke-free Areas Local Law 2015.
- Adoption of the Bradford Access Plan and Parking Precinct Plan.
- Production of three statutory planning video clips to reduce the complexity of planning matters.
- Modification of the Heavy Leaf Fall Cleaning Program.

### Strategic objective: Providing facilities and assets

We will proactively manage the ongoing maintenance and development of Council's assets and facilities to meet our community's current and future needs – See section on Our Performance for details.

#### Achievements:

- Improvements to the Calwood Fresh Food Market.
- Opened the new and improved Hay Grass pavilion.
- Completed a feasibility study for the Abbotsley Pool and Recreation Centre.

## Strategic objective: Responsible governance and management

We will demonstrate responsible governance and management by being consensus oriented, equitable, effective and efficient and ensuring that sound financial and risk management and transparent business practices are carried out – See section on Our Performance for more details.

Achievements:

- Upgraded council's document management system.

## Challenges and future outlook

### Challenges

- Changes to emergency planning in the sector
- Accessibility and safe infrastructure
- Ensuring safe facilities e.g. March Aquatic Centre
- Closure of higher education facilities through University/TAFE cuts
- Enhancing tourism with Calwood Regional Marketing Ltd
- Advocating for a Recycled Water Pipeline
- Restructuring the Customer Service team to provide better service to the community
- Delivering fair and workable planning controls.

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### The future

- Develop the Children and Young People Strategic Plan
- Complete the Municipal Emergency Management Plan (MEMP) Audit
- Develop the Birdsville Structure Plan Develop a Recreation and Open Space Plan
- Expanding the Footpaths program by adding an additional \$1 million worth of works
- Completing key community projects commenced in 20X3-X4
- Implementing the Economic Development Strategy
- Undertaking service planning for services provided by Council
- Investigating opportunities for cost saving and service improvements through shared procurement.

## Design option notes

1. The introduction is not required for the purposes of the legislation, however it is considered better practice to provide the reader with contextual information about the purpose of the Report of Operations and an overview of council's operations and performance for the year.



## Report of Operations

For the year ended 30 June 202X

### The year in review

### Mayor's message

#### RECOMMENDED

This feature or content represents good practice

This Annual Report details Victorian City Council's achievement of the 202X Council Plan strategic objectives and is the third report of this Council. The role of council includes:

- Acting as a representative government by taking into account the diverse needs of the local community in decision making
- Providing leadership by establishing strategic objectives and monitoring their achievement
- Maintaining the viability of the council by ensuring that resources are managed in a responsible and accountable manner
- Advocating the interests of the local community to other communities and governments
- Acting as a responsible partner in government by taking into account the needs of other communities
- Fostering community cohesion and encouraging active participation in civic life.

### Highlights

The \$200 million investment we committed to community infrastructure in 2013 to build a better city continues. After six years in a temporary location, the Calwood Library has a new home. The new \$20 million facility and associated office development is now located in the old Calwood Civic Centre. Opened in September 202X, this fabulous first-class library has become a community hub in the heart of Victorian City Council and will serve the community well for generations to come. Similarly, the upgrade of the multi-function Halifax Community Precinct was also completed in September 202X with the Victorian and Australian governments contributing \$500,000 towards the \$11 million project. In light of our vision and all the hard work that has gone into these redevelopments, it's wonderful to see them now open for the community to enjoy.

### Advocacy and engagement

We were pleased to secure changes to the State Government's Green Wedge legislation following our submission in 202X–2X. The changes should make life easier for the primary producers in the municipality. Council is also committed to engaging effectively with our communities on decisions that affect them. We continue to improve the process for engagement through the revised Community Engagement Policy. During the past year council has carried out more than 30 planned engagement processes. Council has also engaged with the community on other key projects such as the Skate and BMX Plan Review and the community vision for Halifax Creek and Calwood Valley.

### Thank you

Overall, this year we have delivered on 91% of our council plan commitments and I would like to thank our councillors for their commitment to Victorian City Council and their ongoing efforts on behalf of residents. I also thank businesses, members of community groups and council officers for all having contributed to improving the liveability and amenity of our City.

**Cr John Wingman**

Mayor

## CEO's message

On behalf of Victorian City Council it is a great pleasure to present council's Annual Report for the year 202X-2X. The Chief Executive Officer is responsible for:

- Establishing and maintaining an appropriate organisational structure for the council
- Ensuring that the decisions of the council are implemented without undue delay
- The day to day management of the Council's operations in accordance with the council plan
- Developing, adopting and disseminating a code of conduct for council staff
- Providing timely advice to the council
- Carrying out the council's responsibilities as a deemed employer with respect to councillors, as deemed workers, which arise under or with respect to the Accident Compensation Act 1985 or the Accident Compensation (WorkCover Insurance) Act 1993.

## Highlights

The 202X-2X year saw many significant achievements including the opening of the Calwood Library and Office development. This is the permanent home for the Calwood Library including community meeting rooms and new offices for council staff. The majority of Victorian City council staff are now located at our Calwood office which provides greater efficiencies for council service delivery. In April 2019, the Director Strategic Development resigned, this provided an opportunity to review the organisational structure. In July 2019, the Community Planning and Strategic Planning Departments that fell under the responsibility of the Strategic Development Directorate were transferred to the Community Development and City Development and Amenity Directorates respectively. The major projects function was incorporated into the Projects and Strategy Department. Also at this time the City Development and Amenity Directorate changed its name to City Planning.

## Organisational performance

At the end of June 2019, council's financial position remains strong with more than \$2.4 billion of community assets under council's stewardship. Operating expenditure for 202X-2X was tightly controlled and council's underlying operating income and expenditure were within 1.5% and 0.1% respectively of the Annual Budget adopted in June 202X. In 202X-2X, council achieved a surplus of \$23.39 million. Council's Long Term Financial Strategy projects that surpluses will continue to grow over the next 10 years to \$56.18 million in 2031-32, providing a sustainable level of funding for the refurbishment and replacement of community assets. At an average of \$62.77 million per annum. Council's Sustainable Excellence program is now in its fourth year and delivering improvements across the organisation. The areas of customer interaction and asset management were key areas for review. Highlights for 202X-2X include improving communication between customer service staff to deliver a more timely response to customers and streamlining the management of customer requests relating to trees, traffic and waste and improving timelines for resolving inquiries.

## Thank you

I would like to take the opportunity to acknowledge council, the local community and all Victorian City Council staff who have contributed to delivering our council's vision and council plan.

## Phillip Streets

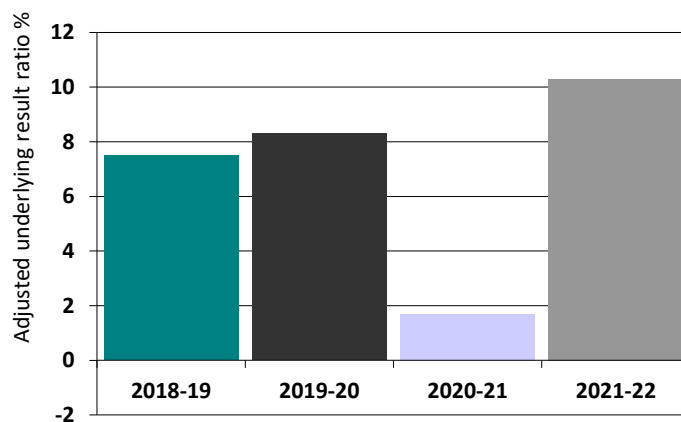
Chief Executive Officer

## Financial summary

Council's financial position continues to remain sound. A summary of our performance is outlined below. Detailed information relating to council's financial performance is included within the financial statements and performance statement sections of this report.

### Operating position

Council achieved a surplus of \$23.39 million in 202X-2X. This surplus compares favourably to the prior year deficit of \$1.93 million. As per the Comprehensive Income Statement in the Financial Report, the favourable variance is due mainly to the requirement to recognise council's obligation to pay \$12.18 million in the 2015-16 year in order to help fund the shortfall in the Local Government Superannuation Defined Benefits Scheme. The adjusted underlying surplus of council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is a surplus of \$18.33 million or 10.3% when compared to adjusted underlying revenue. This compares favourably to the expected target of >0%. Sustaining an adjusted underlying surplus is a critical financial strategy that provides capacity to renew the \$2.49 billion of community assets under council's control.

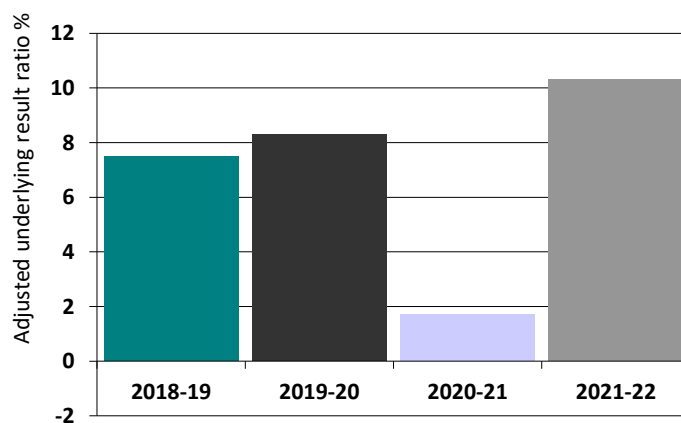


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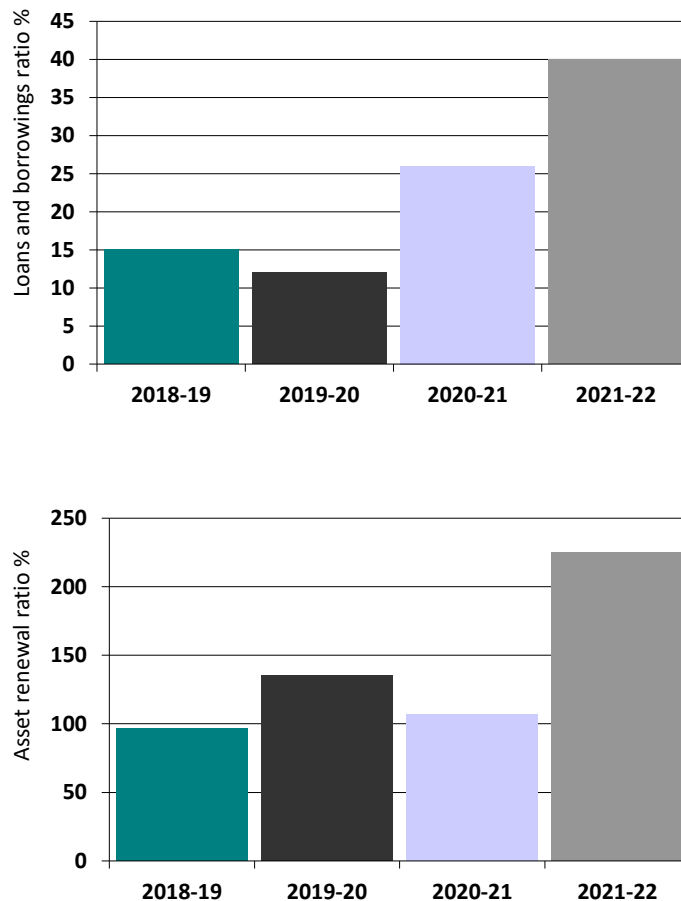
### Liquidity

Cash has increased by \$12.24 million from the prior year mainly due to the draw down of \$8.40 million of new borrowings toward the end of 202X-2X year for capital works projects to be funded in the 202X-2X year. The working capital ratio which assesses council's ability to meet current commitments is calculated by measuring council's current assets as a percentage of current liabilities. Council's result of 145% is an indicator of satisfactory financial position and within the expected target band of 120% to 200%. If the affects of unspent borrowings is removed, council's working capital ratio was 130%.



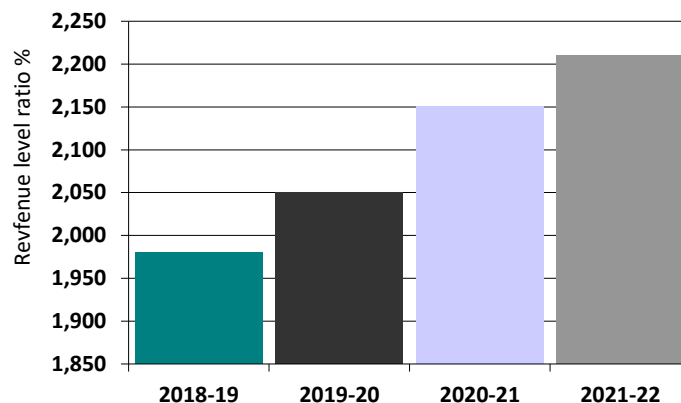
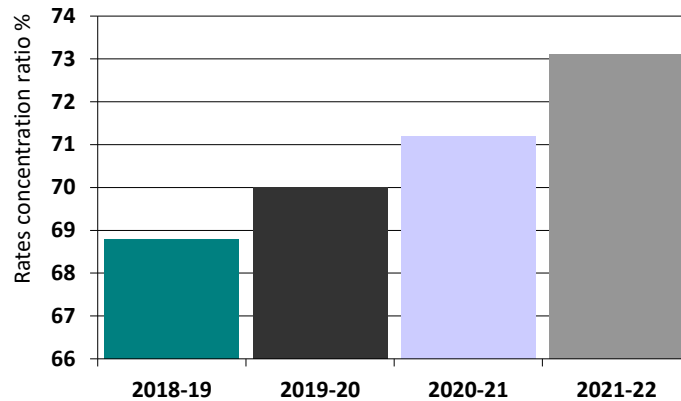
## Obligations

Council aims to ensure that it is able to maintain its infrastructure assets at the expected levels, while at the same time continuing to deliver the services needed by the community. To bridge the infrastructure gap, council invested \$61.4 million in renewal works during the 202X-2X year. This was funded from operations of \$15.4 million, cash reserves of \$17.0 million and borrowings of \$29.0 million. At the end of the 202X-2X year council's debt ratio which is measured by comparing interest bearing loans and borrowings to rate revenue was 39.6% which was within the expected target band of 20%-60%. Council's asset renewal ratio which is measured by comparing asset renewal expenditure to depreciation was 225% which was in excess of the expected target band of 90%-110%. This was mainly due to the renewal of the Calwood Library (\$20.0 million) and the Hawton Aquatic Centre (\$15.0 million).



## Stability and efficiency

Council raises a wide range of revenues including rates, user fees, fines, grants and contributions. Despite this, council's rates concentration which compares rate revenue to adjusted underlying revenue was 73% for the 202X-2X year which is toward the top end of the expected target band of 40%-80%. Council has focussed on broadening its revenue base and for the 202X-2X year was able to keep its rate increase to 5%. This resulted in an average residential rate per residential assessment of \$2,205 which compares favourably to similar councils in the inner metropolitan area.

**MANDATORY**

This feature or content must be included

## Description of operations

Victorian City Council is responsible for more than 150 services, from family and children's services, traffic regulation, open space, youth facilities, waste management and community building; to matters concerning business development, planning for appropriate development and ensuring accountability for council's budget. This broad range of community services and infrastructure for residents support the wellbeing and prosperity of our community. Council's vision, strategic objectives and strategies to further improve services and facilities are described in our council plan June 2012 and the associated Budget 202X-2X and reported upon in this document. Refer to the section on Our Performance for more information about council services.

The delivery of services, facilities, support and advocacy to achieve the Strategic Objectives is measured by a set of service performance indicators and measures. Council also has a wide range of responsibilities under the Victorian and Australian legislations.

## Economic factors

Council was faced with a financial challenge following the unexpected Defined Benefits Superannuation call of \$14.33 million.

## Major capital works

During 202X-2X the major capital works included the following:

### MANDATORY

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#### ***Abbotsley Library and Learning Centre***

The Abbotsley Library and adjacent Community Centre is being redeveloped into a vibrant new library and learning centre. The Abbotsley Library and Learning Centre will be an integrated redevelopment with shared access through a new entrance and lounge foyer.

The facility will become a multipurpose community hub that will be available to a diverse range of community groups to support meetings, functions, events and community cultural activities.

The project includes:

- larger floor area
- dedicated quiet study rooms
- purpose built flexible meeting and activity spaces
- environmentally sustainable design features
- new technology.

Contractors commenced work on 8 October 2015, with the demolition works starting in November 2013. It is expected that the library refurbishment will start in September 2016 and be completed in November 2015 at an estimated cost of \$6.00 million.

#### ***Calwood Library and Office Precinct***

On Friday 14 September 2015 an event was held to celebrate the official opening of the Calwood Library to the public. The library was designed with environmental sustainability in mind, with the key sustainable features including:

- light wells to provide building with natural light
- solar hot water
- use of green and recycled material
- rain water collection from the main roofs for irrigation and toilet flush.

Other features of the library include free Wi-Fi, computers, study areas and places to sit and read. The Barkly Room has remained as a multi-function room and is available to both council and community for use. The final cost of the project was \$20.67 million.

#### ***Halifax Aquatic and Leisure Centre***

Halifax Aquatic and Leisure Centre (HALC) is being redeveloped as a result of community feedback and engineering assessments which indicated HALC required updating to meet contemporary expectations and program requirements. Once opened HALC will provide gym classes, yoga, pilates, warm water exercise and a flexible program space to accommodate the growing interest in general health opportunities. Contractors have been working since January 2013 on the construction of the new facility which includes:

- 50 metre outdoor pool
- 20 metre and 10 metre indoor heated pool
- expanded fitness program rooms
- crèche facilities
- enlarged gymnasium
- cafe.

Construction of the 50 metre outdoor pool is well underway with the foundations completed and the base poured. The indoor pool is nearing completion with just the final touches and testing to be completed. The roofing has also been completed. The expected completion date for the project is April 2017.

**MANDATORY**

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must be included

**Major changes**

In 202X-2X council decided to allocate the responsibility of the Strategic Development Directorate across the other directorates. On 2 July 2015, the Community Planning and Strategic Planning Departments that fell under the responsibility of the Strategic Development Directorate were transferred to the Community Development Directorate and City Planning Directorate (formally City Development and Amenity) respectively. The major projects function has been incorporated into the Projects and Strategy Department.

In addition, the functions of the Leisure and Sports Department were allocated to the Family, Youth and Leisure Services Department (formally Family Services) and the Parks and Gardens Department. In November 2014, the functions of Arts and Cultural Services and Library Services and Volunteering departments came together to form one department called Library, Arts and Cultural Services. At the same time the Community Planning Department which now includes the Volunteering function changed its name to Community Planning and Development.

**MANDATORY**

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must be included

**Major achievements**

Council prepared a Long Term Financial Strategy for the 10-year period 202X-2X to 203X-3X as part of council's ongoing financial planning to assist in adopting a budget within a longer term framework.

Council developed an action plan for 202X-2X, which summarises the outcome of the Our Low Carbon Future Strategy (which sets the direction for council's climate change mitigation response to 2031) three-year review and outlines updated actions for implementation over the next four years.

**Better practice notes**

1. The Mayor's Message and CEO's Message are not required for the purposes of the legislation however it is considered better practice to provide the reader with information from the Mayor and CEO about the council's operations and performance for the year.
2. A financial summary is not required for the purposes of the legislation however it is considered better practice to provide an overview of the council's financial performance for the year in plain English to assist readers.
3. Economic factors faced are mandatory under the Planning and Reporting Regulations 2020, regulation 10(a)(i).
4. Major Capital Works are mandatory under the Planning and Reporting Regulations 2020, regulation 10(a)(i).
5. Major changes to council are mandatory under the Planning and Reporting Regulations 2020, regulation 10(a)(iii).
6. Major Achievements are mandatory under the Planning and Reporting Regulations 2020, regulation 10(a)(iv).

## Report of Operations

For the year ended 30 June 202X

### Our council

#### RECOMMENDED

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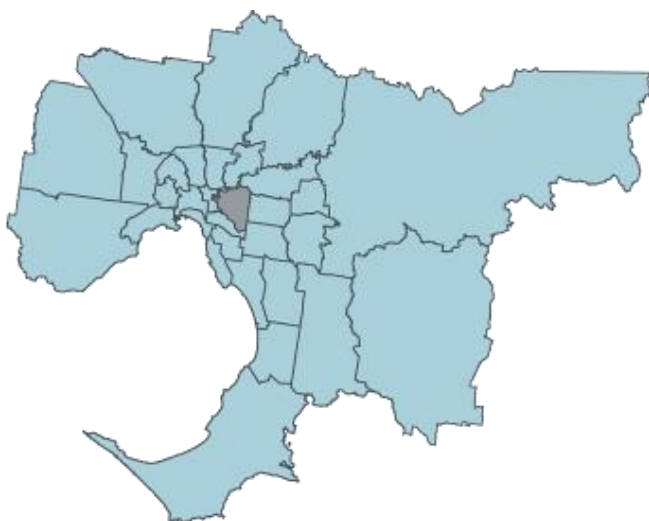
### City profile

The Victorian City Council includes the suburbs of Abbotsley, Bradford, Bradford North, Calwood, Crowley, Dodworth, Halifax, Halifax East, Kirkby and Kirkby East, and parts of Gonerby, Setchey and March.

Victorian City Council has an estimated residential population of 186,800 people (as at 30 June 2012) and is one of the most populous local governments in Victoria. Compared to the Melbourne average, the population has a similar proportion of young people, but a larger proportion of people aged over 60 years. Within Victorian City Council, 24% of the population are aged between 0 and 19 years, and 20% are aged 60 years and over. The population has the second largest number of people aged 85 years and over, with 3.7% of the population needing assistance with daily living tasks.

While nearly seven out of ten Victorian City Council residents were born in Australia, the population is becoming more culturally and linguistically diverse. Residents were born in more than 150 countries and speak more than 120 languages. In the last Census, over a quarter of the population was born overseas, with the majority coming from a non-English speaking background. Between 2007 and 2012 there was a large increase in the number of residents born in China and India. In 2017, the majority of migrant settlers to Victorian City Council arrived via the skilled migration stream and were mainly 18 to 44 year olds from China and India.

A quarter of Victorian City Council's residents work within the council and just under a quarter work in the City of Melbourne. Income levels for individuals and households are higher than the metropolitan Melbourne average, and 45% of Victorian City Council households have an income in the top 25% for Victoria. However, 15% of all Victorian City Council households are living on less than \$600 a week.





## Council offices

### Calwood office

8 Calwood Road, Calwood

### Halifax Town Hall

860 Halifax Road, Halifax

### Kirkby Library

125 Kirkby Road, Kirkby

Telephone: 9000 0000

Fax: 9000 0001

Email: [VictorianCityCouncil@VictorianCityCouncil.vic.gov.au](mailto:VictorianCityCouncil@VictorianCityCouncil.vic.gov.au)

Website: [www.VictorianCityCouncil.vic.gov.au](http://www.VictorianCityCouncil.vic.gov.au)

Postal address:

Private Bag 100

Calwood VIC 3000

### MANDATORY

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## Councillors

### MANDATORY

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The council was elected to provide leadership for the good governance of the municipal district and the local community. In 2020 the Victorian City Council community elected this council for a four year term. The municipality is divided into 10 wards, represented by one councillor in each ward. The 10 councillors are the elected representatives of all residents and ratepayers across the City. They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation. The councillors are listed below.

### Cr Jack Wingman

Jade Ward

Date elected: 27 October 2012

E: [email@VictorianCityCouncil](mailto:email@VictorianCityCouncil) M: 044000000



### Cr Heinz Kram

Lyre Ward

Date elected: 27 October 2012

E: [email@VictorianCityCouncil](mailto:email@VictorianCityCouncil) M: 044000000



### Cr Jim Part

Bella Ward

Date elected: 27 October 2012

E: [email@VictorianCityCouncil](mailto:email@VictorianCityCouncil) M: 044000000



### Cr Jane Added

Mailman Ward

Date elected: 27 October 2012

E: [email@VictorianCityCouncil](mailto:email@VictorianCityCouncil) M: 044000000



**Cr Judith Vice**

Cotter Ward

Date elected: 27 October 2021

E: email@VictorianCityCouncil M: 044000000

**Cr Philip Malan**

Maran Ward

Date elected: 27 October 2021

E: email@VictorianCityCouncil M: 044000000

**Cr Coral Rose**

Garden Ward

Date elected: 27 October 2021

E: email@VictorianCityCouncil M: 044000000

**Cr Kevin Chad**

Solo Ward

Date elected: 27 October 2021

E: email@VictorianCityCouncil M: 044000000

**Cr Steve Hurdle**

Glennie Ward

Date elected: 27 October 2021

E: email@VictorianCityCouncil M: 044000000

**Cr Phillip Heals**

Studded Ward

Date elected: 12 January 2021

E: email@VictorianCityCouncil M: 044000000

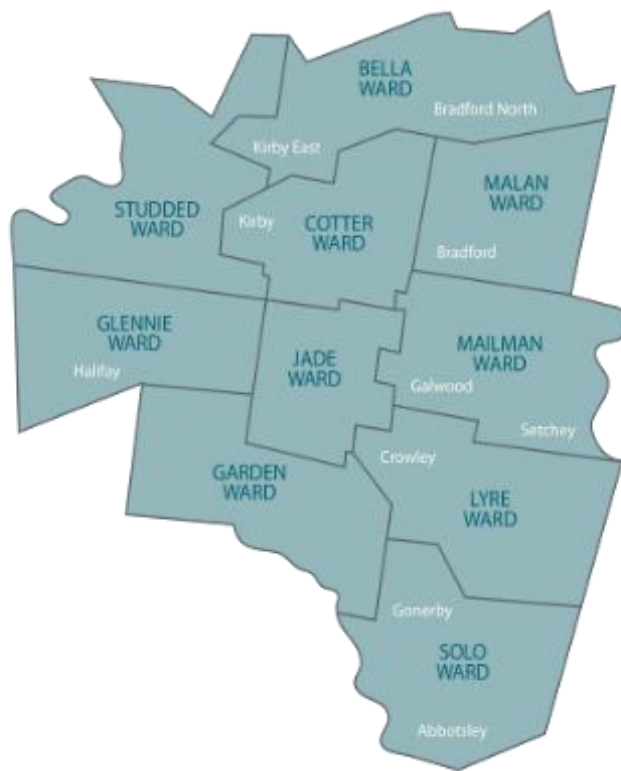
**Cr John Melkin**

Glennie Ward

Date retired: 31 December 2021

E: email@VictorianCityCouncil M: 044000000

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**RECOMMENDED**

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represents good  
practice

### Better practice commentary

1. The City Profile is not required for the purposes of the legislation however it is considered better practice to provide the reader with contextual information about the purpose council including location, population and demographics.
2. The Regulations (regulation 10(e)) require for all councillors disclosure of their names, dates of election and if applicable retirement. Additional information such as photos, profiles, contact details, wards represented (if applicable) and credentials are not required by legislation.
3. In an election year the outgoing and incoming councillors will be disclosed for the purposes of the report of operations due to the timing of the general election.

## Report of Operations

For the year ended 30 June 202X

### Our people

#### Organisational structure

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of operations in accordance with the strategic directions of the council plan. Four Directors and the CEO form the Executive Management Group (EMG) and lead the organisation. Details of the CEO and senior officers reporting directly to the CEO are set out below.



**Chief Executive Officer (CEO)**  
Phillip Streets

#### MANDATORY

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#### Senior officers reporting directly to the CEO



Jennifer Lemporo  
Director City Planning

Areas of responsibility:

- Building
- Economic development
- Local laws
- Statutory planning
- Strategic planning



Carolyn McCleash  
Director Community Development

Areas of responsibility:

- Planning and development
- Family, youth and leisure
- Aged and disability
- Library, arts and culture



Bruce Denson  
Director Corporate Services

Areas of responsibility:

- Business development
- Finance
- Information technology
- People and culture

Graeme Ronson

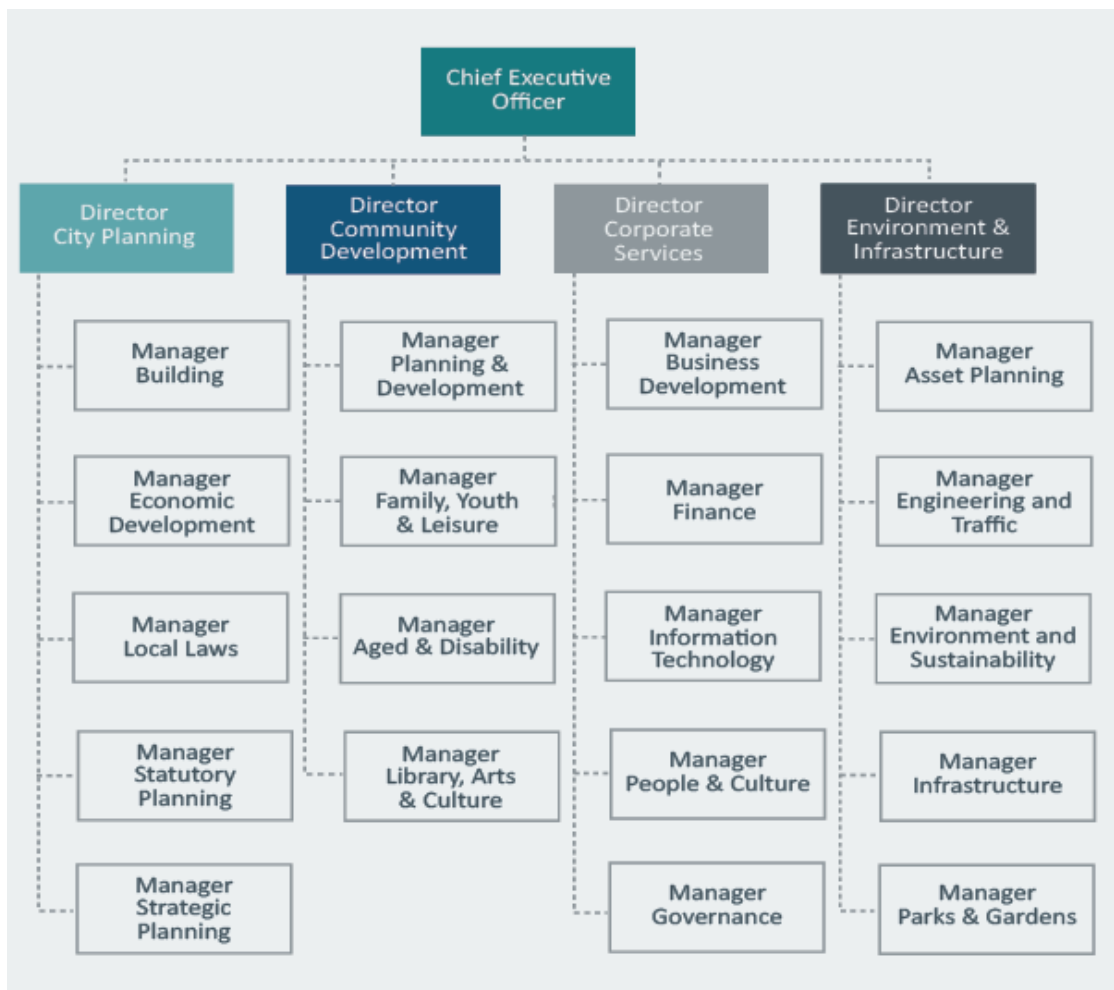
Director Environment and Infrastructure

Areas of responsibility:



- Asset planning
- Engineering and traffic
- Environment and sustainability
- Infrastructure
- Parks and gardens

A chart setting out the organisational structure of the council is shown below.



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## Council staff

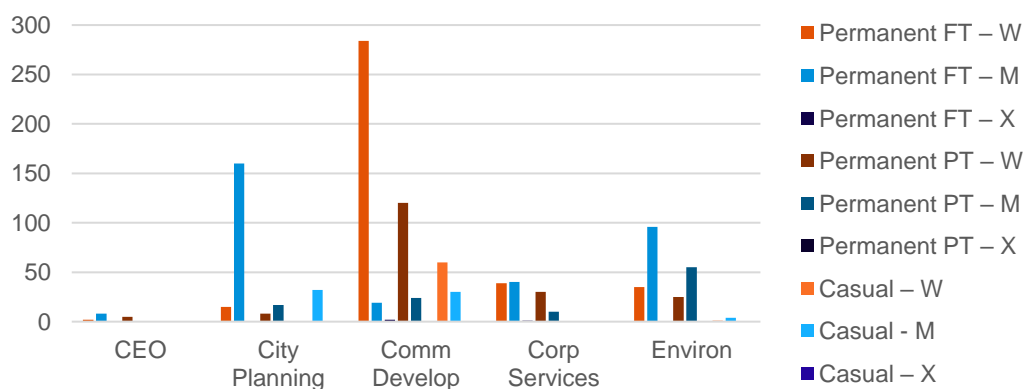
A summary of the number of full time equivalent (FTE) council staff by organisational structure, employment type and gender is set out below.

### MANDATORY

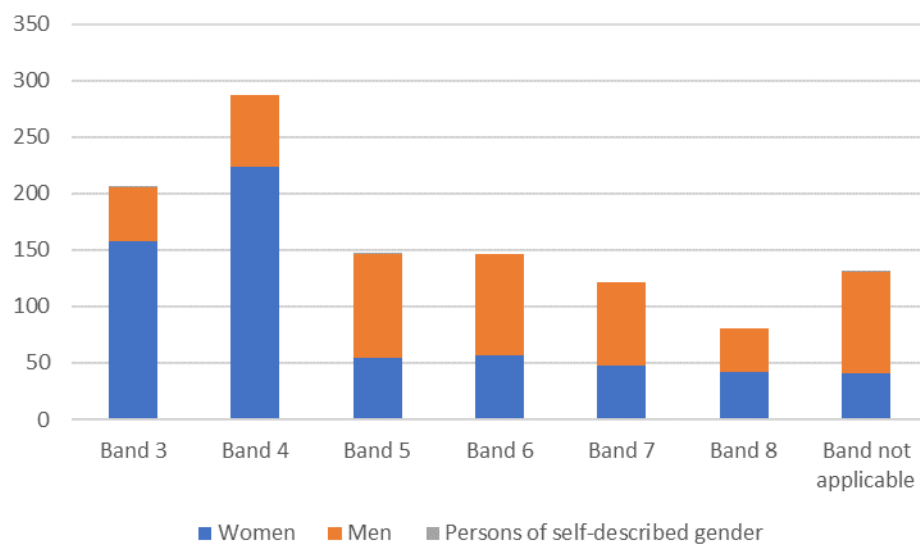
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Employee type/ gender	CEO	City Planning	Comm Develop	Corp Services	Environ & Infrac	Total
	FTE	FTE	FTE	FTE	FTE	FTE
Permanent FT – W	2	15	284	39	35	375
Permanent FT – M	8	160	19	40	96	323
Permanent FT – X	0	0	2	1	0	3
Permanent PT – W	5	8	120	30	25	188
Permanent PT – M	0	17	24	10	55	106
Permanent PT – X	0	0	1	0	0	1
Casual – W	0	0	60	0	1	61
Casual - M	0	32	30	0	4	66
Casual – X	0	0	0	0	0	0
<b>Total</b>	<b>15</b>	<b>232</b>	<b>540</b>	<b>120</b>	<b>216</b>	<b>1,123</b>

Legend: FT-Full time PT-Part time W-Women M-Men X- persons of self-described gender



Employment	Women	Men	Persons of self-described gender	Total
Classification	FTE	FTE	FTE	FTE
Band 3	158	48	1	207
Band 4	224	63	0	287
Band 5	54	92	2	148
Band 6	57	89	0	146
Band 7	48	74	0	122
Band 8	42	39	0	81
Band not applicable	41	90	1	132
<b>Total</b>	<b>627</b>	<b>496</b>	<b>4</b>	<b>1,123</b>



**RECOMMENDED**

This feature or content  
represents good  
practice

**Other staff matters****Gender equity plan**

The objective of council's Gender Equity Program is to ensure there is no discrimination relating to the characteristics listed under the *Equal Opportunity Act 2010* such as race, colour, sex, marital status, parenthood, physical or mental impairment, age, religious or political affiliation, gender identity and sexual orientation. Further objectives include ensuring the workplace is free from bullying and harassment.

The indicators that measure the effectiveness of the Program and the results for the year are:

- Indicator: Percentage of new employees receiving equal opportunity training with 6 months of commencement. Target: 100%. Result: 98%
- Indicator: Percentage of existing employees receiving refresher equal opportunity training at least every 2 years. Target: 100%. Result: 87%
- Indicator: Number of contact officers per number of council employees. Target: 1:50. Result: 1:62

The indicators are monitored on an ongoing basis by the Equal Employment Opportunity Committee that meets regularly to promote employee and management awareness, consider relevant issues and contribute to resolution and advice. Council's assessment of the achievement of the program's objectives are that there were no breaches of the *Equal Opportunity Act 2010*.

The actions taken to implement the Program over the past 12 months include the provision of Equal Opportunity Awareness sessions for all new employees and managers, to ensure they are fully aware of their responsibilities in maintaining a workplace free of bullying and harassment.

**Enterprise bargaining agreement**

In July 2018, an Enterprise Bargaining Committee comprising management representatives, nominated workplace union delegates and union industrial officers was established to negotiate a new Enterprise Agreement for council employees. As a result, a new Enterprise Agreement was successfully negotiated and approved by Fair Work Australia, with an operative date of 28 June 2019 for a period until 30 September 2024.

**Professional development**

Victorian City Council offers study assistance for staff undertaking relevant undergraduate or postgraduate studies. In the past year, 21 staff were successful in obtaining this form of support. Council also provides a comprehensive corporate learning program that supports a broad range of staff development needs. This is developed in alignment with strategic priorities as well as in response to needs identified through performance and development plans. A variety of learning methodologies are used including e-learning, facilitated workshops and personal coaching.

**Preventing violence against women**

The Prevention of Violence Against Women works primarily through promoting gender equity and building respectful and safe relationships and breaking down stereotypes of women. This is a prevention approach consistent with council's health and wellbeing planning approach. This year the partnership achieved significant liaison with council staff to promote gender equity within the workplace. Facilities and programs this year included a whole of staff presentation with guest speaker Phil Cleary including 80 depot staff and the development of tools and training to support council to achieve gender equity and support the community.

**Health and safety**

Council's aim is to maintain a safety culture that supports an incident and injury-free workplace for all employees, councillors, contractors, visitors and the public. Over the last 12 months, council has maintained a Health and Safety Management System.

Council has been successful in maintaining Advanced Level accreditation in the Safety Management Achievement Program, SafetyMap. SafetyMAP is an audit tool designed by WorkSafe to help workplaces improve their ability to manage health and safety and protect people at work. This accreditation confirms the Health and Safety Management System is embedded throughout each department of the organisation.



### Better practice commentary

1. The Other Staff Matters section is not required for the purposes of the legislation however it is considered better practice to provide additional information about council staff employment. Other information that could be considered includes: volunteers; well being; attraction and retention; and recognition of length of service.

# Report of Operations

For the year ended 30 June 202X

## Our performance

### RECOMMENDED

This feature or content represents good practice

### Integrated strategic planning and reporting framework

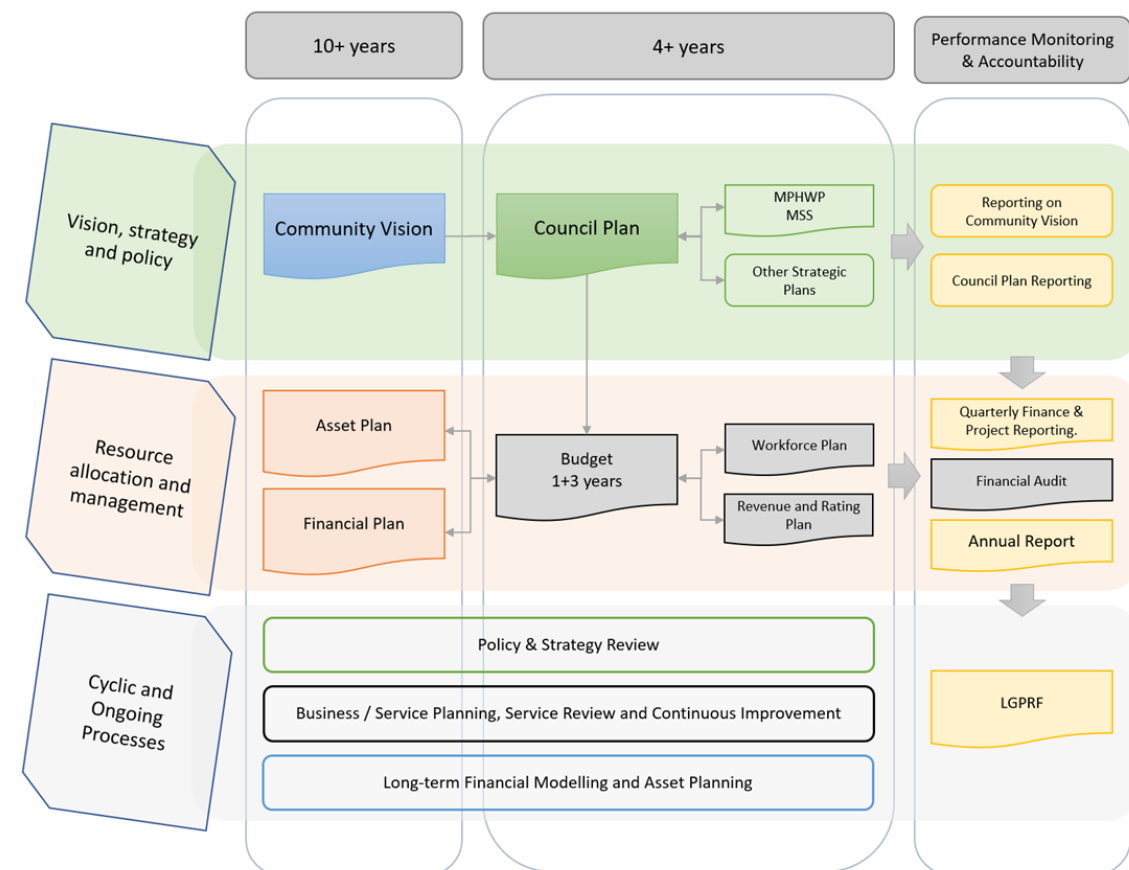
Part 4 of the Local Government Act 2020 requires councils to prepare the following:

- A Community Vision (for at least the next 10 financial years);
- A Council Plan (for at least the next 4 financial years);
- A Financial Plan (for at least the next 10 financial years);
- An Asset Plan (for at least the next 10 financial years);
- A Revenue and Rating Plan (for at least the next 4 financial years);
- An Annual Budget (for the next 4 financial years);
- A Quarterly Budget Report;
- An Annual Report (for each financial year); and
- Financial Policies.

The Act also requires councils to prepare:

- A Workforce Plan (including projected staffing requirements for at least 4 years);

The following diagram shows the relationships between the key planning and reporting documents that make up the integrated strategic planning and reporting framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback.



**MANDATORY**

This feature or content must be included

**Council plan**

The council plan 2017-21 includes strategic objectives, strategies for achieving these for the four year period, strategic indicators for monitoring achievement of the strategic objectives and a strategic resource plan. The following are the five strategic objectives as detailed in the council plan.

<b>1. Strengthening communities</b>		We will identify and respond to community needs and provide opportunities to enable people in our community to be supported and involved.
<b>2. Enhancing the environment</b>		We will improve our natural and urban environment in a sustainable way.
<b>3. Ensuring liveability and amenity</b>		We will protect and improve the character of our neighbourhoods for current and future generations.
<b>4. Providing facilities and assets</b>		We will proactively manage the ongoing maintenance and development of council's assets and facilities to meet our community's current and future needs.
<b>5. Responsible governance and management</b>		We will demonstrate responsible governance and management by being consensus-oriented, equitable, effective and efficient and ensuring that sound financial and risk management and transparent business practices are carried out.

**MANDATORY**

This feature or content must be included

**Performance**

Council's performance for the 202X-2X year has been reported against each strategic objective to demonstrate how council is performing in achieving the 2017-21 council plan. Performance has been measured as follows:

- Results achieved in relation to the strategic indicators in the council plan
- Progress in relation to the major initiatives identified in the budget
- Services funded in the budget and the persons or sections of the community who are provided those services
- Results against the prescribed service performance indicators and measures.

**MANDATORY**

This feature or content must be included

**Strategic objective 1: Strengthening communities****Strategic indicators**

The following statement reviews the performance of council against the council plan including results achieved in relation to the strategic indicators included in the council plan.

Strategic Indicator/measure	Result	Comments
<b>Consultation and engagement</b>  Community satisfaction rating out of 100 with the consultation and engagement efforts of council	63	Overall, 77% of respondents rated council on Community Consultation and Engagement as Very Good, Good or Average

**MANDATORY**

This feature or content must be included

**Major initiatives**

The following statement reviews the progress of council in relation to major initiatives identified in the 202X-2X budget for the year.

Major Initiatives	Progress
Improve council's online, mobile and digital service offer by implementing the Digital Plan 2015-18 actions including web chat, snap send solve premium service, improved navigation and information architecture  (Actual: \$85,000 Budget: \$100,000)	The project is 85% complete at the end of the year. The delay in completion is due to the roll out of the NBN which was slowed as a result of asbestos treatment
Implement the second year actions of the Arts Centre Business Plan  (Funded from existing resources)	Complete

**MANDATORY**

This feature or content must be included

**Services**

The following statement provides information in relation to the services funded in the 202X-2X budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual
---------	-------------	--------------------

		<u>Budget</u>
		<u>Variance</u>
		<u>\$000</u>
<b>Communication and engagement</b>	Provision of the following to support council's direct service delivery areas:	2,480
	<ul style="list-style-type: none"> <li>leading a customer responsiveness culture</li> </ul>	<u>2,590</u>
	<ul style="list-style-type: none"> <li>enhancing and protecting the council's reputation</li> </ul>	110
	<ul style="list-style-type: none"> <li>developing integrated communication plans for key initiatives linked to the council plan</li> </ul>	
	<ul style="list-style-type: none"> <li>delivering advocacy campaigns in collaboration with the responsible director, CEO and councillors</li> </ul>	
	<ul style="list-style-type: none"> <li>undertaking a corporate research program to inform improved service outcomes</li> </ul>	
	<ul style="list-style-type: none"> <li>creating and maintaining a broad range of information sources to assist customer responsiveness</li> </ul>	
	<ul style="list-style-type: none"> <li>providing an in-house print, design service, writing, editing and digital media service</li> </ul>	
	<ul style="list-style-type: none"> <li>providing translation service and supports multilingual communications</li> </ul>	
<b>Libraries</b>	Provision of the following to the municipal community as a whole:	6,020
	<ul style="list-style-type: none"> <li>providing a wide range of relevant, contemporary library collections and services: in libraries, online and via home library services</li> </ul>	<u>5,959</u>
	<ul style="list-style-type: none"> <li>providing community spaces for individual and group study, reflection, activity and discovery</li> </ul>	(61)
	<ul style="list-style-type: none"> <li>promoting, advocating for and supporting literacy development, reader development, lifelong learning, creative and intellectual development</li> </ul>	
	<ul style="list-style-type: none"> <li>providing family, children and adult library programs and activities</li> </ul>	
<b>Community planning</b>	Provision of the following to support council's direct service delivery areas:	2,780
	<ul style="list-style-type: none"> <li>working with the community on key community development activities</li> </ul>	<u>2,883</u>
	<ul style="list-style-type: none"> <li>facilitating community connectedness, strengthening community capacity and responding to identified needs through the delivery of programs, partnerships and networking opportunities for the community</li> </ul>	103
	<ul style="list-style-type: none"> <li>developing policies, strategies and plans that address community priorities</li> </ul>	
	<ul style="list-style-type: none"> <li>monitoring, forecasting and analysing community change and wellbeing</li> </ul>	
	<ul style="list-style-type: none"> <li>undertaking extensive community research on behalf of council departments and the community</li> </ul>	
	<ul style="list-style-type: none"> <li>preparing council submissions in response to government enquiries and advocating on social issues impacting on the community</li> </ul>	
	<ul style="list-style-type: none"> <li>managing the Community Grants Program</li> </ul>	
<b>Family and youth</b>	Provision of the following to families, children and youth:	3,090
	<ul style="list-style-type: none"> <li>operating Maternal and Child Health, Kindergartens, Long Day Care and Occasional Child Care</li> </ul>	<u>3,192</u>
	<ul style="list-style-type: none"> <li>coordinating Public Health services including Immunisation, Environmental Health and Food Safety</li> </ul>	102
	<ul style="list-style-type: none"> <li>providing support and information, activities and programs to young people and their families</li> </ul>	
	<ul style="list-style-type: none"> <li>undertaking strategic planning and policy development to facilitate access to active participation opportunities for the community</li> </ul>	
	<ul style="list-style-type: none"> <li>facilitating the development of integrated and coordinated services for children, young people and their families</li> </ul>	
<b>Aged, disability and health</b>	Provision of the following to carers, older people and young people with a disability:	4,650
	<ul style="list-style-type: none"> <li>providing home support services including Domestic Care, Personal Care and Respite Care, Food Services and Property Maintenance</li> </ul>	<u>4,512</u>
	<ul style="list-style-type: none"> <li>providing volunteer and community transport, and social support</li> </ul>	(88)

	<ul style="list-style-type: none"> <li>undertaking strategy and development with a focus on positive ageing and disability</li> </ul>	
<b>Arts and culture</b>	Provision of the following to the municipal community as a whole:	1,820
	<ul style="list-style-type: none"> <li>producing cultural programs and events for the community</li> <li>programming and managing cultural facilities at the Town Hall Gallery and Court House</li> <li>providing funding support for community arts and culture groups</li> </ul>	1,785 (35)
<b>Economic development</b>	Provision of the following to businesses and industry:	610
	<ul style="list-style-type: none"> <li>strengthening the viability of local businesses, including strip shopping centres</li> <li>facilitating the Business Network, Farmers Market and Craft Market</li> <li>supporting new and established businesses, through training and mentoring</li> <li>facilitating regular networking opportunities for the local business community</li> </ul>	626 16

**MANDATORY**

This feature or content must be included

**Service performance indicators**

The following statement provides the results of the prescribed service performance indicators and measures including explanation of results in the comments.

Service/ Indicator/ measure	Results				Comments
	20X1	20X2	20X3	20X4	
<b>Libraries</b>					
<b>Utilisation</b>					
Physical Library collection usage [Number of physical library collection item loans / Number of library physical collection items]	8.60	8.40	8.60	8.60	There were 367,254 loans made. This is an additional 5,390 loans, or 2 per cent increase compared to last year.
<b>Resource standard</b>					
Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	66.56%	74.23%	72.87%	72.87%	Council allocated additional funding during the 2015-16 year to improve the standard of the library collection
<b>Participation</b>					
Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	14.36%	15.52%	15.97%	15.97%	Active library borrowing continues to increase.
<b>Service cost</b>					
Cost of library service per population [Direct cost of the library service / Population]	\$3.94	\$3.81	\$3.76	\$3.76	Council provides a public library service at four locations. The introduction of self-service stations and radio frequency identification in 2019-20, led to reduced staffing demand in 2020-21, resulting in

lower operating costs in the past two years.

<b>Maternal and Child Health (MCH)</b>	94.23%	93.16%	100.00%	100.00%	Council's results have improved as the number of birth notices received remain constant compared to previous years. During 20X3-X4 all eligible families enrolled in the service, which is focused on ensuring healthy outcomes for children. Development and growth assessments, along with health education, are some of the key features of the service.
<b>Service standard</b>					
<i>Infant enrolments in the MCH service</i>					
[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100					
<b>Service cost</b>					
<i>Cost of the MCH service</i>	\$65.39	\$67.89	\$66.93	\$66.93	Victoria Council's maternal and child health (MCH) service provides support and information to families with children aged from birth to school age who live within the municipality. We also provide additional services and programs such as drop in breastfeeding clinics and open maternal and child health sessions (with no appointment), parental information sessions and a six-month group. More details can be found on our website: <a href="http://www.victoriacouncil.vic.gov.au/MCH">www.victoriacouncil.vic.gov.au/MCH</a>
[Cost of the MCH service / Hours worked by MCH nurses]					
<b>Participation</b>					
<i>Participation in the MCH service</i>	78.98%	81.42%	98.05%	98.05%	Council achieved an average of 98.05% compliance with the Key Age and Stage framework visits between birth and 8 weeks of age. Overall Participation rates have increased significantly since the implementation of an SMS reminder system to encourage participation.
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					
<i>Participation in the MCH service by Aboriginal children</i>	57.73%	64.19%		62.98%	Council's MCH Service is co-located and works closely with the local Aboriginal Health Service to meet the health and development needs of Aboriginal Children and to support families. Many factors influence participation in the MCH Service by Aboriginal families, and there is a known issue around children in Out of Home Care arrangements accessing the service. In addition to the SMS reminder system implementation, we continue to work closely with the Department of Education and
[Number of aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100					

Child Protection to streamline the response to new placements of children in Kinship or Out of Home Care.

---

**Satisfaction**

*Participation in 4-week Key Age and Stage visit*  
[Number of 4-week key age and stage visits / Number of birth notifications received] x100

79.78%

88.56%

89.27%

89.27%

Council implemented a new program during the 2015-16 year to encourage new mothers to participate in the MCH service

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**Food Safety**
**Timeliness**

*Time taken to action food complaints*  
[Number of days between receipt and first response action for all food complaints / Number of food complaints]

8.40 days

8.40 days

8.10 days

8.10 days

From 1 July 2016, 'Time taken to action food complaints' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.

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**Service standard**

*Food safety assessments*  
[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the *Food Act 1984* / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the *Food Act 1984*] x100

100.00%

100.00%

99.90%

99.90%

The result was just below 100% due to some premises changing ownership.

---

**Service cost**

*Cost of food safety service*  
[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the *Food Act 1984*]

\$557.52

\$594.23

\$580.76

\$580.76

Council's Food Safety service is part of the larger Environmental Health service. As staff work across a range of health services an activity based costing approach has been taken to establish the cost of the service.

---



**Health and safety****Critical and major non-compliance outcome notifications**

98.65%

100.00%

99.89%

99.89%

[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about food premises] x100

Council issued 132 critical and major non-compliance outcomes related to a range of Food Act inspections and assessments, a total of 131 (99%) were followed up. Council assigned more resources to increase food safety inspections during this reporting period.

## Strategic objective 2: Enhancing the environment

### MANDATORY

This feature or content must be included

### Strategic indicators

The following statement reviews the performance of council against the council plan including results achieved in relation to the strategic indicators included in the council plan.

Strategic Indicator/measure	Result	Comments
<b>Carbon Dioxide Emissions</b>  Tonnes of CO2 emissions from energy used in all council-owned and operated buildings, street lighting, council fleet, taxi and air travel	23,800	Council renegotiated its electricity contract during the financial year and is now using 50% renewable energy for building heating and cooling resulting in large CO2 emission reductions
<b>Waste Diversion</b>  Waste diversion from landfill, calculated as the percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill	82%	Council entered into a new contract for the provision of recycling services during the financial year. This is expected to significantly improve the volume of waste diverted from landfill

### Major initiatives

The following statement reviews the progress of council in relation to major initiatives identified in the 20X3-X4 budget for the year.

Major Initiatives	Progress
Identify opportunities for water sensitive urban design (WSUD) infrastructure across the municipality  (Actual: \$85,000 Budget: \$90,000)	Completed
Implementing year one of the revegetation of future biodiversity zones outlined in the Biodiversity Asset Management Plan  (Actual: \$29,000 Budget: \$28,000)	Completed

### Services

The following statement provides information in relation to the services funded in the 20X3-X4 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost
		Actual
		Budget
		Variance
		\$000
Environment	Provision of the following to the municipal community as a whole:	980
		957

- helping the community to live more sustainably in response to emerging environmental challenges such as climate change, water shortage, biodiversity and conservation (23)
  - promoting sustainability within the built and natural environments
- developing and implementing policies and strategies that set direction in environmental management, public space improvements, conservation of natural resources and sustainable development
- building the capacity of council to integrate environmental and sustainability issues into its buildings and public space improvements

<b>Waste Management</b>	Provision of the following to municipal households:	16,580
	▪ managing the Kerbside Bin Garbage, Recycling and Green Waste collections and the Hard Waste collection service	<u>16,724</u>
	▪ operating the council Recycling and Waste Centre	144
<b>Parks and Gardens</b>	Provision of the following to the municipal community as a whole:	9,620
	▪ providing street and park trees	<u>9,589</u>
	▪ managing and maintaining parks, gardens and biodiversity sites	
	▪ providing streetscape and landscape features including garden beds, traffic management devices and shopping precincts	(31)

**MANDATORY**  
This feature or content  
must be included

### Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of results in the comments.

Service/ Indicator/ measure	Results				Comments
	20X1	20X2	20X3	20X4	
Waste Collection					
Satisfaction					
Kerbside bin collection requests	82.12	88.87	84.96	84.96	Change of contractor and change to service schedule generated increasing enquiries in the first two months of the new waste collection program in 2015-16. This has improved in the 2017 year. For information about our waste service, see our website <a href="http://www.victoriacouncil.vic.gov.au/waste">www.victoriacouncil.vic.gov.au/waste</a>
[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000					
Service standard					
Kerbside collection bins missed	7.91	8.56	8.14	8.14	There was an increase in 2015-16 compared to 2014-15 in the reported number of kerbside collection bins missed. Options to better track and confirm when kerbside collection bins have been missed are being explored.
[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection					

bin lifts] x10,000

**Service cost**

<i>Cost of kerbside garbage bin collection service</i>	\$41.23	\$45.71	\$47.02	\$47.02	Victoria Council's kerbside collection includes the weekly garbage waste collection service of 19,189 bins across the municipality. Additional services for residents in Victoria Council, not incorporated in this cost, include an annual hard waste collection service, a no charge green waste disposal weekend and a fortnightly recycling bin collection service.
[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]					

<i>Cost of kerbside recyclables collection service</i>	\$28.37	\$24.56	\$22.99	\$22.99	Council entered into a new contract for the provision of recycling services during the 2020-21 financial year resulting in a reduction in the unit cost which has been maintained.
[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]					

**Waste diversion**

<i>Kerbside collection waste diverted from landfill</i>	79.54%	82.27%	87.68%	87.68%	Waste diversion has remained relatively stable over the past 12 years. Ongoing public education on recycling has contributed to this stability. On average, household waste to landfill increased by 80 grams per household per week.
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100					

## Strategic objective 3: Ensuring liveability and amenity



### Strategic indicators

The following statement reviews the performance of council against the council plan including results achieved in relation to the strategic indicators included in the council plan.

Strategic Indicator/measure	Result	Comments
<b>Planning Scheme Outcomes</b> Percentage of planning application decisions subject to review by VCAT that were not set aside	85%	Council introduced new land use policies for height restrictions and heritage overlays in 2014 and 2015. This has significantly improved planning scheme outcomes tested at VCAT
<b>Graffiti Removal</b> Percentage of graffiti removed from council assets within 48 hours	90%	Council introduced a new graffiti removal team during the financial year consisting of council Officers and community volunteers. This has resulted in significant response improvements

### Major initiatives

The following statement reviews the progress of council in relation to major initiatives identified in the 20X3-X4 budget for the year.

Major Initiatives	Progress
Implement system improvements to streamline building services processes and maximise resource utilisation (Actual: \$140,000 Budget: \$210,000)	The project is 70% complete at the end of the year. The delay in completion is due to the tender for procurement of the new building services systems being reissued due to insufficient interest
Develop a Graffiti Strategy and implementation plan for assets managed by other public authorities (Actual: \$120,000 Budget: \$125,000)	Completed

### Services

The following statements provide information in relation to the services funded in the 20X3-X4 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Variance \$000
<b>Traffic and Transport</b>	Provision of the following to support council's direct service delivery areas: <ul style="list-style-type: none"> <li>developing, assessing and implementing engineering solutions that address the amenity of residential and commercial areas</li> <li>implementing parking and traffic management strategies</li> <li>assessing traffic and parking implications of planning permit and rezoning applications</li> <li>assessing lane and parking bay occupation applications, street party applications and road closure applications</li> <li>investigating black spot accident locations and developing treatment solutions to address any safety issues</li> <li>coordinating and implementing sustainable transport initiatives including Car Share, Travel Smart, green travel plans, and improvements to the bicycle and pedestrian network</li> </ul>	1,310 <u>1,385</u> 75
<b>Strategic Planning</b>	Provision of the following to support council's direct service delivery areas: <ul style="list-style-type: none"> <li>advocating for and preparing land use policy and standards within the context of Victorian state policy</li> <li>promoting sustainable design and development and heritage conservation</li> <li>managing the Municipal Strategic Statement</li> </ul>	1,807 <u>1,790</u> (17)

	<ul style="list-style-type: none"> <li>developing policies and plans to guide land use and development</li> </ul>	
<b>Building</b>	Provision of the following to landowners, builders and developers: <ul style="list-style-type: none"> <li>assessing building permit applications, conducting mandatory inspections and issuing occupancy permits/final certificates for buildings and structures</li> <li>encouraging desirable building design outcomes for amenity protection and to maintain consistent streetscapes</li> <li>providing property hazard and building permit history information to designers, solicitors, private building surveyors and ratepayers</li> <li>conducting property safety inspections including fire safety audits on high risk buildings and pool and spa safety barrier compliance inspections to ensure a safer built environment</li> <li>administering and enforcing the Building Act and Regulations including investigation of illegal and dangerous buildings to ensure public and occupant safety</li> </ul>	89 <u>95</u> 6
<b>Statutory Planning</b>	Provision of the following to landowners, builders and developers: <ul style="list-style-type: none"> <li>processing and assessing planning applications in accordance with the Planning and Environment Act 1987, the Planning Scheme and policies</li> <li>providing advice about development and land use proposals as well as providing information to assist the community in its understanding of these proposals</li> <li>investigating non-compliances with planning permits and the Planning Scheme and taking appropriate enforcement action when necessary</li> <li>defending council planning decisions at VCAT</li> <li>assessing applications to subdivide land or buildings under the Subdivision Act 1988</li> </ul>	4,432 <u>4,201</u> (131)
<b>Local Laws</b>	Provision of the following to the road users, pet owners, parents and the municipal community as a whole: <ul style="list-style-type: none"> <li>delivering proactive patrol programs to maintain and promote community safety and harmony</li> <li>delivering administrative and field services in Parking, Amenity and Animal Management</li> <li>processing and issue permits relating to traders, tradespersons, disabled parking, residential parking, animal registrations, excess animals, commercial waste bins, street furniture and other uses of council controlled land</li> <li>delivering educational programs in responsible pet ownership, road safety, amenity regulation and fire prevention</li> <li>developing, implementing and reviewing appropriate local laws to achieve a safe and liveable environment</li> <li>delivering the School Crossing Supervision Program through the provision of supervision at school crossings</li> </ul>	(5,330) <u>(5,110)</u> 110

### Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of results in the comments.

Service/ Indicator/ measure	Results				Comments
	20X1	20X2	20X3	20X4	
<b>Statutory Planning</b>					
<b>Timeliness</b>					
Time taken to decide planning applications	78.98	77.23	76.13	76.13	A focus on streamlined planning application processes and decision making times this financial year has led to significantly
[The median number of days between receipt of a					

planning application and a decision on the application]					reduced timeframes for decisions
<b>Service standard</b> <i>Planning applications decided within required timeframes</i> [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	72.56%	85.37%	90.43%	90.43%	In 2019-20 council allocated additional resources in the budget to address a backlog in planning applications in 2019-20.
<b>Service cost</b> <i>Cost of statutory planning service</i> [Direct cost of statutory planning service / Number of planning applications received]	\$2,658.52	\$2,820.13	\$2,767.75	\$2,767.75	Victoria Council has a strong commitment to providing an efficient statutory planning service. This year's cost has reduced due to a lower use of contract staff.
<b>Decision making</b> <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	75.89%	85.14%	77.97%	77.97%	Council has significantly improved its results by allocating additional planning advocacy resources to specifically target appeals. This has increased the number of VCAT decisions upheld.
<b>Animal Management Timeliness</b> <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	4 days	3.56 days	3.21 days	3.21 days	Council's animal management service is responsive to community needs and responds accordingly. Council's performance in animal management generally sits better than average for local governments reflecting community engagement in this space and the importance of Council's responsible pet ownership strategies and programs.
<b>Service standard</b> <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x 100	69.23%	74.49%	72.67%	72.67%	Council takes a proactive approach to promoting responsible pet ownership, which contributes to more animals being reunited with their owners. Council successfully reclaimed and rehomed 89.2% of dogs impounded across the city.
<i>Animals rehomed</i>	0.00%	0.00%	0.00%	0.00%	Council takes a proactive approach to promoting responsible pet ownership,

[Number of animals rehomed / Number of animals collected] x 100

which contributes to more animals being reunited with their owners. Council successfully reclaimed and rehomed 89.2% of dogs impounded across the city.

#### Service cost

Cost of animal management service per population  
[Direct cost of the animal management service / Population]

\$29.74

\$27.51

\$28.67

\$28.67

Council responded to an increased number of after-hours community requests for animal management services that required additional staffing and training to meet community demand. Animal registration has remained relatively stable from previous year, and as such has not offset this additional expense.

#### Health and safety

Animal management prosecutions  
[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100

17.00

10.00

12.00

12.00

Council conducts community education programs on responsible pet ownership to minimise breaches of the Domestic Animals Act. Council has successfully prosecuted twelve animal matters this year due to an increase in the number of animal cruelty cases prosecuted by council. More information about Council's animal management can be found in our Domestic Animal Management Plan: [www.victoriacouncil.vic.gov.au/DAMP](http://www.victoriacouncil.vic.gov.au/DAMP)

#### MANDATORY

This feature or content must be included

## Strategic objective 4: Providing facilities and assets

### Strategic indicators

The following statement reviews the performance of council against the council plan including results achieved in relation to the strategic indicators included in the council plan.

Strategic Indicator/measure	Result	Comments
<b>Asset Condition</b>		
Percentage of non-current assets with asset condition assessments completed within the last two years	80%	Condition assessments for Roads and Drains were still in



progress at the end of the financial year

### Asset Planning

Percentage of non-current assets with asset plans	100%	Council now has in place Asset Management Plans for all non-current asset categories
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### Major initiatives

The following statement reviews the progress of council in relation to major initiatives identified in the 202X-2X budget for the year.

Major Initiatives	Progress
Commence the construction of the new centre for early years (Actual: \$2,100,500 Budget: \$3,250,000)	The project is 60% complete at the end of the year. The delay in completion is due to poor weather holding up the commencement of foundation works
Upgrade the health and gymnasium facilities at the council Sports Complex (Actual: \$320,000 Budget: \$330,000)	Completed

### Services

The following statement provides information in relation to the services funded in the 202X-2X budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost
		Actual
		Budget
		Variance
		\$000
Asset Management	Provision of the following to the municipal population as a whole:	16,850
	▪ providing inspections on council assets to ensure service standards are maintained	17,270
	▪ developing and updating the five-year renewal program for assets	420
	▪ managing permits relating to the asset protection local law and stormwater drainage	
	▪ managing Street Lighting	
	▪ implementing strategies and engineering solutions for planning and subdivision permit referrals and development approvals	
	▪ delivering the Capital Works and Building Renewal program	
Sport and Leisure	Provision of the following to the municipal population as a whole:	1,820
	▪ facilitating recreation and sport activities through sporting clubs and committees of management	1,745

- managing the council's Leisure and Aquatic Centres, Tennis Centre, Skate Parks and Golf Course (75)

### Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of results in the comments.

Service/ Indicator/ measure	Results				Comments
	20X1	20X2	20X3	20X4	
Roads					
Satisfaction of use	71.23	75.89	69.76	69.76	The number of requests has decreased in 202X-2X following reconstruction works in 2015-16.
Sealed local road requests					
[Number of sealed local road requests / Kilometres of sealed local roads] x100					
Condition					
Sealed local roads maintained to condition standard	98.15%	84.56%	92.14%	92.14%	The council experienced significant rainfall and subsequent flooding of major local roads during the 2015-16 year which resulted in a long period of detours during the reconstruction
[Number of kilometres of sealed local roads below the renewal intervention level set by council / Kilometres of sealed local roads] x100					
Service cost					
Cost of sealed local road reconstruction	\$80.21	\$78.95	-	-	No works were required to be undertaken in 202X-2X.
[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]					
Cost of sealed local road resealing	\$22.98	\$21.05	\$20.89	\$20.89	As a result of entering into a shared service contractual arrangement with a neighbouring council, a reduction in resealing costs per square metre was achieved in 2015-16 and maintained in 202X-2X.
[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]					
Satisfaction					
Satisfaction with sealed local roads	57.00	51.00	53.00	53.00	The council experienced significant rainfall and subsequent flooding of major local

[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]

roads during the 2015-16 year which resulted in a long period of detours during the reconstruction. However, the reconstruction works have resulted in improved satisfaction with the community. Read more about our road network upgrades at [www.victoriacouncil.vic.gov.au/roadnetworks](http://www.victoriacouncil.vic.gov.au/roadnetworks)

### Utilisation

*Utilisation of aquatic facilities*

7.56

12.81

12.96

12.96

[Number of visits to aquatic facilities / Municipal population]

A new indoor aquatic facility was constructed in 2015 to service the population in the west. Both leisure centres are committed to increasing utilisation by the community through facility and service improvements, and marketing programs to encourage community participation.

### Service cost

*Cost of aquatic facilities*

\$17.68

\$19.95

\$18.13

\$18.13

[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]

Extended opening hours and an elongated pool season, coupled with a very successful campaign offering reduced cost early bird season passes for pools meant that visitation to pools was higher than in previous years. Labour costs were also reduced through outsourcing.

## Strategic objective 5: Responsible governance and management



### Strategic indicators

The following statement reviews the performance of council against the council plan including results achieved in relation to the strategic indicators included in the council plan.

Strategic Indicator/measure	Result	Comments
<b>Customer Responsiveness</b>		
Average time (seconds) callers wait before their call is answered	29	There has been a strong focus on improving customer responsiveness during the financial year. The industry average is 60 seconds
<b>Workforce Turnover</b>		
Percentage of staff who resigned or were terminated from the organisation	15%	The Chief Executive Officer undertook an organisational restructure during the financial year as part of cost containment measures. This resulted in a number of terminations

### Major initiatives

The following statement reviews the progress of council in relation to major initiatives identified in the 2016-17 budget for the year.

Major Initiatives	Progress
Upgrade council's Document Management System and introduction of a Customer Relationship Management System	Completed
(Actual: \$610,000 Budget: \$620,000)	

### Services

The following statement provides information in relation to the services funded in the 2016-17 budget and the persons or sections of the community who are provided the service.

		Net Cost
		Actual
		<u>Budget</u>
		Variance
Service	Description	\$000
<b>Governance</b>	Provision of the following to support council's direct service delivery areas:	2,320

	<ul style="list-style-type: none"> <li>council, councillors, the Chief Executive Officer and the Executive Management Group and administrative support</li> <li>administering the conduct of council meetings and elections</li> <li>managing Freedom of Information, Information Privacy, protected disclosures and internal ombudsman functions</li> <li>maintaining statutory registers, authorisations and delegations</li> <li>coordinates civic events and citizenship ceremonies</li> </ul>	<u>2,330</u> 10
<b>Human Resources</b>	Provision of the following to support council's direct service delivery areas:	4,120
	<ul style="list-style-type: none"> <li>delivering occupational health and safety, risk management, human resources and organisation development and learning</li> <li>coordinating recruitment, industrial relations, remuneration, award/agreement interpretation and work evaluation</li> <li>managing enterprise business risk including occupational health and safety, WorkCover, risk management and insurance including council's Disaster Recovery and Business Continuity Plans</li> <li>coordinating staff professional, leadership and cultural development and Health and Wellbeing programs</li> <li>coordinating council's employee performance management system</li> </ul>	<u>4,080</u> (40)
<b>Finance</b>	Provision of the following to support council's direct service delivery areas:	2,740
	<ul style="list-style-type: none"> <li>delivering phone, online, reception and cashiering customer and engagement services</li> <li>coordinating Audit Committee and external audit</li> <li>managing procurement, conduct of all public tenders and administers the purchasing system and purchasing card systems</li> <li>managing financial accounting, accounts payable and receivable and payroll services</li> <li>managing rates and property services, including council databases and communication of the rate payment options available to residents</li> <li>coordinating fleet</li> </ul>	<u>2,810</u> 70
<b>Information Technology</b>	Provision of the following to support council's direct service delivery areas:	7,510
	<ul style="list-style-type: none"> <li>managing computing and communication systems</li> <li>managing corporate information and archival services</li> </ul>	<u>7,410</u> (100)

### Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of results in the comments.

Service/ Indicator/ measure	Results				Comments
	20X1	20X2	20X3	20X4	
<b>Governance</b>					
<b>Transparency</b>					
Council decisions made at meetings closed to the public	5.74%	4.52%	4.47%	4.47%	Council decisions made at meetings closed to the public reduced in 202x-2x compared to 202X-2X as there were less reports in relation to contract matters. This was maintained in 202X-2X.
[Number of council resolutions made at ordinary or special meetings of council, or at meetings of a special committee consisting only of councillors, closed to the public / Number of council resolutions made					

at ordinary or special meetings of council or at meetings of a special committee consisting only of councillors] x100

### **Consultation and engagement**

*Satisfaction with community consultation and engagement*

65.00

63.00

66.00

66.00

[Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]

Over the past year, Council has introduced a number of new community engagement initiatives, such as the District Advisory Committees and continuation of the Listening Post program, which has attributed to the increased satisfaction rating. Find out more at [www.victoriacouncil.vic.gov.au/engagement](http://www.victoriacouncil.vic.gov.au/engagement)

### **Attendance**

*Councillor attendance at council meetings*

78.36%

92.58%

96.89%

96.89%

Cr John took extended leave from office during the 202X year due to ill health.

[The sum of the number of councillors who attended each ordinary and special council meeting / (Number of ordinary and special council meetings) x (Number of councillors elected at the last council general election)] x100

### **Service cost**

*Cost of elected representation*

\$42,458.25

\$45,970.56

\$43,970.56

\$43,970.56

The cost of governance was slightly lower due to lower professional development costs.

[Direct cost of the governance service / Number of councillors elected at the last council general election]

### **Satisfaction**

*Satisfaction with council decisions*

57.00

60.00

61.00

61.00

[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]

The council introduced an engagement policy and guidelines in 2014 which has a strong focus on consulting with the community over major decisions resulting in increased engagement, and increased satisfaction.

**MANDATORY**This feature or content  
must be included

## Retired service performance indicators

Retired indicators <i>Service / indicator / measure</i>	Results 2019	Comment
<b>Aquatic Facilities</b>		
<b>Service cost</b>		
<i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	-\$1.08	This measure was replaced by <i>Cost of aquatic facilities</i> for 2020.
<i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$1.10	This measure was replaced by <i>Cost of aquatic facilities</i> for 2020.
<b>Animal Management</b>		
<b>Service cost</b>		
<i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$41.48	This measure was replaced by <i>Cost of animal management service per population</i> for 2020.
<b>Health and safety</b>		
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	4	This measure was replaced by <i>Animal management prosecutions (%)</i> for 2020.
<b>Libraries</b>		
<b>Service cost</b>		
<i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$6.75	This measure was replaced by <i>Cost of library service per population</i> for 2020.
<b>Maternal and Child Health (MCH)</b>		
<b>Satisfaction</b>		
<i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	93.3%	This measure was replaced by <i>Participation in 4-week Key Age and Stage visit</i> for 2020.

**Better practice commentary**

1. The Integrated Strategic Planning and Reporting Framework and council plan sections are not required for the purposes of the legislation however it is considered better practice to provide the reader with contextual information about the legislative framework and the strategic objectives in the council plan which this part of the report of operations is based.

# Report of Operations

For the year ended 30 June 202X

## Governance, management and other information

### Governance

#### MANDATORY

This feature or content must be included

The Victorian City Council is constituted under the Act to provide leadership for the good governance of the municipal district and the local community. Council has a number of roles including:

- Taking into account the diverse needs of the local community in decision-making
- Providing leadership by establishing strategic objectives and monitoring achievements
- Ensuring that resources are managed in a responsible and accountable manner
- Advocating the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that council and its administration meet the community's priorities. The community has many opportunities to provide input into council's decision-making processes including community consultation, public forums such as ward meetings and the ability to make submissions to Special Committees of council.

Council's formal decision-making processes are conducted through council meetings and Special Committees of Council. Council delegates the majority of its decision-making to council staff. These delegations are exercised in accordance with adopted council policies.

#### RECOMMENDED

This feature or content represents good practice

### Meetings of council

Council conducts open public meetings on the second and fourth Tuesday of each month. Members of the community are welcome to attend these meetings and observe from the gallery. Council meetings also provide the opportunity for community members to submit a question to the council, make a submission or speak to an item. For the 202X-2X year council held the following meetings:

- 22 council meetings

The following table provides a summary of councillor attendance at council meetings for the 202X-2X financial year.

Councillors	Council Meeting
Cr Jack Wingman (Mayor)	22
Cr Jim Part	21
Cr Judith Vice	20



Cr Coral Rose	22
Cr Steve Hurdle	22
Cr Heinz Kram	19
Cr Jane Added	22
Cr Philip Malan	22
Cr Kevin Chad	21
Cr Phillip Heals	12
Cr John Melkin (ret)	10

### Delegated committees

The Act allows councils to establish one or more delegated committees consisting of:

- Councillors
- Council staff
- Other persons
- Any combination of the above.

#### MANDATORY

This feature or content  
must be included

The following table contains a list of delegated committees established by the council that are in operation and the purpose for which each committee was established.

Delegated committee	Councillors	Officers	Other	Purpose
Hearing of submissions committee	10	0	0	To consider all submissions made under section 223 of the Act
Planning committee <sup>1</sup>	5	0	0	To make planning application decisions
Place naming committee	2	2	0	To recommend to council names for new suburbs and streets within the municipality
Economic development committee	4	2	4	To recommend to council actions to be undertaken to support economic activity within the municipality

<sup>1</sup> Has delegated functions, duties or powers

**RECOMMENDED**

This feature or content  
represents good  
practice

**Code of conduct**

The Act requires councils to develop and approve a councillor Code of Conduct within 12 months after each general election. On 29 April 2021, Council adopted a revised Councillor Code of Conduct which is designed to:

- Assist councillors to maintain the highest standards of conduct and behaviour as well as provide a means to deal with problems they may encounter
- Attract the highest level of confidence from Council's stakeholders
- Assist the mayor and councillors to discharge the responsibilities of their public office appropriately.

In addition to setting out the Councillor Conduct Principles, the Code also outlines:

- Other conduct definitions under the Act, such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of interest
- Roles and relationships
- Dispute resolution procedures.

**RECOMMENDED**

This feature or content  
represents good  
practice

**Conflict of interest**

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires councillors to act in the public interest. When a council delegates its powers to a council officer or a committee, the committee or officer also needs to act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it.

Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all council and Committee meetings.

While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty. A register is maintained to record all disclosed conflict of interests. During 202X-2X, 18 conflicts of interest were declared at council and Special Committee meetings.

**MANDATORY**

This feature or content  
must be included

**Councillor allowances**

In accordance with Section 39 of the Act, councillors are entitled to receive an allowance while performing their duty as a councillor. The Mayor is also entitled to receive a higher allowance.

The State Government sets the upper and lower limits for all allowances paid to councillors and Mayors. Councils are divided into three categories based on the income and population of each council. In this instance Victorian City Council is recognised as a category two council.

The following table contains details of current allowances fixed for the mayor and councillors during the year.

**Councillors****Allowance**

\$

Cr Jack Wingman (Mayor)	54,616
Cr Jim Part	22,706
Cr Judith Vice	22,706
Cr Coral Rose	22,706
Cr Steve Hurdle	22,706
Cr Heinz Kram	22,706
Cr Jane Added	22,706
Cr Philip Malan	22,706
Cr Kevin Chad	22,706
Cr Phillip Heals	11,566
Cr John Melkin (ret)	10,959

**MANDATORY**

This feature or content  
must be included

**Councillor expenses**

In accordance with Section 40 of the Act, council is required to reimburse a councillor for expenses incurred whilst performing their duties as a councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the mayor and councillors to enable them to discharge their duties. Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each councillor and member of a council committee paid by the council.

The details of the expenses including reimbursement of expenses for each councillor and member of a council committee paid by the council for the 202X-2X year are set out in the following table.

Councillors	TR	CM	CC	IC	CT	Total
	\$	\$	\$	\$	\$	\$
Cr Jack Wingman (Mayor)	0	0	0	4,393	5,550	9,943
Cr Jim Part	0	0	0	4,208	0	4,208
Cr Judith Vice	0	0	0	3,755	0	3,755
Cr Coral Rose	0	0	475	4,535	1,560	6,570
Cr Steve Hurdle	0	1,015	0	3,671	0	4,686

Cr Heinz Kram	0	0	0	4,131	0	4,131
Cr Jane Added	0	0	0	3,523	0	3,523
Cr Philip Malan	0	223	0	3,892	0	4,115
Cr Kevin Chad	0	0	0	4,023	980	5,003
Cr Phillip Heals	385	0	0	3,283	0	3,668
Cr John Melkin (ret)	385	0	0	2,900	0	3,285

Legend: TR-Travel CM-Car Mileage CC-Child Care IC-Information and Communication expenses CT-Conferences and Training expenses

Note: No expenses were paid by council including reimbursements to members of council committees during the year

### RECOMMENDED

This feature or content represents good practice

## Management

Council has implemented a number of statutory and better practice items to strengthen its management framework. Having strong governance and management frameworks leads to better decision making by council. The Act requires council to undertake an assessment against the prescribed governance and management checklist and include this in its report of operations. Council's Governance and Management Checklist results are set out in the section below. The following items have been highlighted as important components of the management framework.

### Audit committee

The Audit Committee's role is to oversee and monitor the effectiveness of council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management and fostering an ethical environment. The Audit Committee consists of three independent members, Mr David Ashmore (Chair), Mr Todd Davies and Ms Bev Excell, and three councillors. Independent members are appointed for a two-year term, with a maximum of three terms. The chair is elected from amongst the independent members.

The Audit Committee meets four times a year. The Internal Auditor, Chief Executive Officer, Director Corporate Services and Manager Financial Services attend all Audit Committee meetings. Other management representatives attend as required to present reports. The external auditors attend in May and August each year to present the audit plan and independent audit report.

Recommendations from each Audit Committee meeting are subsequently reported to, and considered by council.

### Internal audit

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across council. The department is jointly resourced by an in-house Internal Auditor who has extensive local government experience and an external provider. A risk based three-year Strategic Internal Audit Plan (SIAP) is revised annually to ensure the audit resources remain focused on the appropriate areas. The review process considers council's risk framework, the council plan, the impact of any change on operations, systems or the business environment; prior audit coverage and outcomes and management input. The SIAP is reviewed and approved by the Audit Committee annually.

The Internal Auditor attends each Audit Committee meeting to report on the status of the SIAP to provide an update on the implementation of audit recommendations and to present findings of completed reviews. The responsible Director and Manager for each area reviewed are required to attend the Audit Committee meeting to respond to questions in relation to the review. All audit issues identified are risk rated. Recommendations are assigned to the responsible Manager and tracked in council's performance management system. Managers provide quarterly status updates that are reviewed by the Internal Auditor and reported to the Executive Management Group and the Audit Committee. Quality assurance is measured through client satisfaction surveys for each review, the annual Audit Committee self assessment, completion of the internal audit plan and benchmarking against other internal audit functions.

The SIAP for 202X-2X was completed with the following reviews conducted:

- accounts receivable
- asset protection and works permits
- contract management – leisure and aquatic facilities
- fees and charges
- fraud review
- local laws – parking enforcement
- project management – Halifax Aquatic and Leisure Centre
- rates management
- continuous monitoring – data analysis of financial transactions.

#### External audit

Council is externally audited by the Victorian Auditor-General. For the 202X-2X year the annual external audit of council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative. The external auditors attend the May and August Audit Committee meetings to present the annual audit plan and Independent Audit Report. The external audit management letter and responses are also provided to the Audit Committee.

#### Risk management

In October 2014, council adopted the Risk Management Framework and Policy in line with current best practice in the management of business enterprise risks and current AS/NZS 31000 guidelines. The Risk Management Framework and Policy addresses items such as:

- risk management culture and branding
- communication and training
- best practice in risk management
- responsibilities of and to internal and external stakeholders
- risk registers and risk management software development
- the council planning cycle, budget cycle and annual audit cycle
- a performance measurement system to determine the effectiveness of the framework.

#### Governance and management checklist

The following are the results in the prescribed form of council's assessment against the prescribed governance and management checklist.

Governance and Management Items	Assessment
1 <b>Community engagement policy</b> (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the <input checked="" type="checkbox"/> Act Date of adoption: 21 May 2021
2 <b>Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	No guidelines <input type="checkbox"/> Reason for no guidelines: Guidelines are currently being developed and are expected to be adopted by the end of 202X-2X
3 <b>Financial Plan</b> (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act <input checked="" type="checkbox"/> Date of adoption: 28 June 2021
4 <b>Asset Plan</b> (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act <input checked="" type="checkbox"/> Date of adoption: Roads 14 July 2020 Buildings 22 April 2021 Bridges 6 May 2021
5 <b>Revenue and Rating Plan</b> (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act <input checked="" type="checkbox"/> Date of adoption: 28 January 2021
6 <b>Annual budget</b> (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act <input checked="" type="checkbox"/> Date of adoption: 28 June 2021
7 <b>Risk policy</b> (policy outlining council's commitment and approach to minimising the risks to council's operations)	Policy <input checked="" type="checkbox"/> Date of commencement of current policy: 28 August 2019
8 <b>Fraud policy</b> (policy outlining council's commitment and approach to minimising the risk of fraud)	Policy <input checked="" type="checkbox"/> Date of commencement of current policy:

	03 September 2018 <input type="checkbox"/>
9 <b>Municipal emergency management plan</b> (plan under section 60ADB of the Emergency Management Act 2013 for emergency mitigation, response and recovery)	Prepared and maintained in accordance with section 60ADB of the <i>Emergency Management Act 2013</i> <input checked="" type="checkbox"/>  Date of preparation: 23 May 2018
10 <b>Procurement policy</b> (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the Act <input checked="" type="checkbox"/>  Date of adoption: 14 December 2021
11 <b>Business continuity plan</b> (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	No plan <input type="checkbox"/>  Reason for no plan:  Council has in place an information technology continuity plan and is working toward development of a whole of organisation plan for the 202X-2X year
12 <b>Disaster recovery plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	No plan <input type="checkbox"/>  Reason for no plan:  Council has prepared a draft disaster recovery plan and expects to operationalise the plan in the 202X-2X year
13 <b>Risk management framework</b> (framework outlining council's approach to managing risks to the council's operations)	Framework <input checked="" type="checkbox"/>  Date of commencement of current framework: 14 April 2015
14 <b>Audit and Risk Committee</b> (see sections 53 and 54 of the Act)	Established in accordance with section 53 of the Act <input checked="" type="checkbox"/>  Date of establishment: 25 November 2004
15 <b>Internal audit</b> (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)	Engaged <input checked="" type="checkbox"/>  Date of engagement of current provider: 20 January 2021

16 <b>Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Local Government Act 2020)	Framework <input checked="" type="checkbox"/>  Date of adoption of current framework: 1 July 2015
17 <b>Council Plan report</b> (report reviewing the performance of the council against the council plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	No report <input type="checkbox"/>  Reason for no report: Council is in the process of implementing a new council plan reporting system and will begin 6 monthly reporting in relation the strategic indicators in the 202X-2X year
18 <b>Financial reporting</b> (quarterly statements to the Council under section 97(1) of the Local Government Act 2020, comparing actual and budgeted results and an explanation of any material variations)	Reports presented to the Council in accordance with section 97(1) of the Local Government Act 2020 <input checked="" type="checkbox"/>  Date reports presented: 7 July 202X, 22 October 202X, 27 January 202X and 23 April 202X
19 <b>Risk reporting</b> (6-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports <input checked="" type="checkbox"/>  Date of reports: 7 July 202X and 27 January 202X
20 <b>Performance reporting</b> (6-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Local Government Act 2020)	Reports <input checked="" type="checkbox"/>  Date of reports: 7 July 202X and 27 January 202X
21 <b>Annual report</b> (annual report under sections 98, 99 and 100 of the Local Government Act 2020 containing a report of operations and audited financial and performance statements)	Presented at a meeting of the Council in accordance with section 100 of the Act <input checked="" type="checkbox"/>  Date statements presented: 22 October 202X
22 <b>Councillor Code of Conduct</b> (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the Act <input checked="" type="checkbox"/>  Date reviewed: 23 April 2020



<p>23 <b>Delegations</b> (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act))</p>	<p>Reviewed in accordance with section 11(7) <input checked="" type="checkbox"/> of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act</p> <p>Date of review: 23 April 2019</p>
<p>24 <b>Meeting procedures</b> (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)</p>	<p>Governance Rules adopted in accordance with section 60 of the Act <input checked="" type="checkbox"/></p> <p>Date Governance Rules adopted: 23 April 2014</p>



I certify that this information presents fairly the status of council's governance and management arrangements.

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**Phillip Streets**

Chief Executive Officer

Dated: 24 August 2021

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**Cr John Wingman**

Mayor

Dated: 24 August 2021

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## Statutory information

The following information is provided in accordance with legislative and other requirements applying to council.

### MANDATORY

This feature or content must be included

### Documents publicly available

In accordance with regulation 10(k) of the Local Government (Planning and Reporting) Regulations 2020 the following are a summary of information that is publicly available for the purposes of the Council's public transparency policy adopted under section 57 of the Act and the ways in which that information can be accessed:

- a document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by councillor or any member of council staff in the previous 12 months, accessed by contacting Council office at 8 Calwood Road, Calwood.
- minutes of meetings held in the previous 12 months, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public in accordance with section 66 of the Act, accessed through the Council website.
- Council's Governance Rules in accordance with section 60 of the Act, accessed through the Council website.
- a document containing details of all leases involving land which were entered into by the council as lessor, including the lessee and the terms and the value of the lease, accessed by contacting Council office at 8 Calwood Road, Calwood.
- Council's Budget, Annual Report, Council Plan, Community Vision and Public Transparency Policy, accessed through the Council website.
- a list of donations and grants made by the council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant, accessed by contacting Council office at 8 Calwood Road, Calwood.

### MANDATORY

This feature or content must be included

### Contracts

#### July – November 2021

Prior to the adoption of the Council Procurement Policy in December 2021, council did not enter into any contracts valued at \$100,000 or more as per section 186(1) of *the Local Government Act 1989*.

#### December 2021 – June 2022

After the adoption of the Council Procurement Policy in December 2021, Council managed a total of 53 formal procurement processes (including Requests for Tender, Requests for Quotation and Expression of Interest requests), most of which resulted in the successful award of a contract during the same period. Of those, 31 contracts were entered into following a formal Request for Tender process (RFT). It also did not enter into any other contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works without engaging in a competitive process.

### Disability action plan

In accordance with section 38 of the *Disability Act 2006*, as council has prepared a Disability Action Plan it must report on the implementation of the Disability Action Plan in its annual report.

Council has prepared a Disability Action Plan and implemented the following actions:

- develop and implement a Volunteer Strategy that integrates the needs of people with a disability
- promote events such as Carers Week and International Day of People with a Disability
- develop accessible publication guidelines.

#### MANDATORY

This feature or content must be included

### Domestic animal management plan

In accordance with the *Domestic Animals Act 1994* Section 68a, council is required to prepare a Domestic Animal Management Plan at four yearly intervals and evaluate its implementation in the annual report.

Council adopted the Domestic Animal Management Plan 202X–2X in July 202X. The new plan was developed through consultation with council's Animal Management Team and input from other council departments. No actions were completed at the date of this report.

#### MANDATORY

This feature or content must be included

### Food Act Ministerial directions

In accordance with section 7E of the *Food Act 1984*, council is required to publish a summary of any Ministerial Directions received during the financial year in its annual report. No such Ministerial Directions were received by council during the financial year.

#### RECOMMENDED

This feature or content represents good practice

### Freedom of information

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the *Freedom of Information Act 1982*, council is required to publish certain statements in their annual report or separately such as on its website, concerning its functions and information available. Council has chosen to publish the statements separately however provides the following summary of the application and operation of the *Freedom of Information Act 1982*.

Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in section 17 of the *Freedom of Information Act 1982* and in summary as follows:

- it should be in writing
- it should identify as clearly as possible which document is being requested
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in the possession of council should be addressed to the Freedom of Information Officer. Requests can also be lodged online or by email.

Access charges may also apply once documents have been processed and a decision on access is made (e.g. photocopying and search and retrieval charges).

Further information regarding FOI can be found at [www.foi.vic.gov.au](http://www.foi.vic.gov.au) and on the Victorian City council website.

**MANDATORY**

This feature or content  
must be included

**Protected disclosure procedures**

In accordance with section 69 of the *Protected Disclosure Act 2012* a council must include in their annual report information about how to access the procedures established by the council under Part 9 of that Act. It is also required to provide certain information about the number and types of protected disclosures complaints investigated during the financial year.

The *Protected Disclosure Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Procedures on how to make a disclosure are publicly available council's website.

During the 202X-2X year no disclosures were notified to council officers appointed to receive disclosures, or to IBAC.

**MANDATORY**

This feature or content  
must be included

**Road Management Act Ministerial direction**

In accordance with section 22 of the *Road Management Act 2004*, a council must publish a copy or summary of any Ministerial direction in its annual report. No such Ministerial Directions were received by council during the financial year.

**MANDATORY**

This feature or content  
must be included

**Infrastructure and development contributions**

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, a council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. The report must be published in a council's annual report.

For the 202X-2X year the following information about infrastructure and development contributions is disclosed.

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**Infrastructure contributions**
***Total ICP levies received in 202X-2X***


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ICP name (Year approved)	Levies received in 202X-2X financial year
	\$
Blossom Peak ICP (2016)	5,000,500
Wattle Valley ICP (2017)	1,800,500
Cherry Road ICP (2017)	Nil
<b>Total</b>	<b>6,801,000</b>

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***ICP land, works, services or facilities accepted in-kind in 202X-2X***


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ICP name (Year approved)	Project ID	Project description	Item purpose	Project value
				\$
Blossom Peak ICP (2016)	L-03	2ha land for intersection at Hill Road and Blossom Blvd (ultimate build out area)	Land to facilitate the construction of arterial to arterial controlled intersection	600,000
<b>Total</b>				<b>600,000</b>

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*Total ICP contributions received and expended to date*

ICP name (Year approved)	Total levies received \$	Total levies expended \$	Total works-in-kind accepted \$	Total ICP contributions received (levies and works-in-kind) \$
Blossom Peak ICP (2016)	5,000,000	4,700,000	1,800,000	6,800,000
Wattle Valley ICP (2017)	2,600,000	2,000,000	1,500,000	4,100,000
Cherry Road ICP (2017)	2,400,000	1,000,000	5,600,000	8,000,000
<b>Total</b>	<b>10,000,000</b>	<b>7,700,000</b>	<b>8,900,000</b>	<b>18,900,000</b>

*Land, works, services or facilities delivered in 202X-2X from ICP contributions collected*

Project description	Project ID	ICP name (Year approved)	ICP fund expended \$	Works-in-kind accepted \$	Council's contribution \$	Other contributions \$	Total project expenditure \$	Percentage of item delivered
Blossom Peaks community centre including two multi purpose rooms, two kindergarten rooms and one maternal child health care room	C-01 L-02	Blossom Peak ICP (2016)	1,000,000	500,000	500,000		2,000,000	100%
Lakes recreation reserve – construction of AFL/cricket field, pavilion and associated works	AR-01 AR-03 L-01	Wattle Valley ICP (2017) Wattle Flower ICP (2017)	1,800,000		200,000		2,000,000	60%
Hill Road and Blossom Blvd controlled intersection (roundabout)	IN-01 L-03	Blossom Peak ICP (2016)	2,800,000	600,000	200,000		3,600,000	100%
<b>Total</b>			<b>5,600,000</b>	<b>600,000</b>	<b>900,000</b>		<b>7,600,000</b>	

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**Development contributions**
***Total DCP levies received in 202X-2X***

DCP name (Year approved)	Levies received in 202X-2X financial year
	\$
Gum River DCP (2016)	1,000,500
Gum Lakes DCP (2015)	1,000,500
<b>Total</b>	<b>2,001,000</b>

***DCP land, works, services or facilities accepted in-kind in 202X-2X***

DCP name (Year approved)	Project ID	Project description	Item purpose	Project value
				\$
Gum River DCP (2016)	L-O1	9.5ha land for road reserve at Nut Road (ultimate build-out area)	Land to facilitate the construction of 2 lane carriageway for 1567m, excluding intersections (interim treatment)	750,000
<b>Total</b>				<b>750,000</b>



***Total DCP contributions received and expended to date** (for DCPs approved after 1 June 2016)*

DCP name (Year approved)	Total levies received \$	Total levies expended \$	Total works-in-kind accepted \$	Total DCP contributions received (levies and works-in-kind) \$
Gum River DCP (2016)	3,000,500	2,950,000	1,750,500	4,751,050
Gum Lakes DCP (2015)	2,800,000	2,000,000	4,800,000	7,600,000
<b>Total</b>	<b>5,800,500</b>	<b>4,950,000</b>	<b>6,550,500</b>	<b>12,351,050</b>

*Land, works, services or facilities delivered in 202X-2X from DCP levies collected*

Project description	Project ID	DCP name (Year approved)	DCP fund expended \$	Works-in-kind accepted \$	Council's contribution \$	Other contributions \$	Total project expenditure \$	Percentage of item delivered
Lakes community centre including two multi purpose rooms and one maternal child health care room	C-01	Gum River DCP (2016)	600,000		250,000		850,000	81%
Lakes recreation reserve – construction of AFL/cricket field, pavilion and associated works	AR-01 AR-03	Gum River DCP (2016) Gum Lakes DCP (2015)	250,000 550,000		300,000	50,000 (State government grant)	950,000	100%
Construction of 2 lane carriageway for 1567m, excluding intersections (interim treatment)	R-01 L-01	Gum River DCP (2016)	1,500,000	750,000	250,000		2,000,000	100%
<b>Total</b>			<b>2,900,000</b>	<b>750,000</b>	<b>800,000</b>	<b>50,000</b>	<b>3,800,000</b>	

## Better practice commentary

1. The Governance and Management sections are not required for the purposes of the legislation however it is considered better practice to provide the reader with information about the key framework aspects in place to strengthen the council and management decision making processes.
2. In addition to the legislated and other required information contained in the Statutory information section, councils commonly disclose a range of other information which may be of interest to readers of the Report of Operations. There is no legislative requirement to make the following disclosures and the decision to disclose will be a matter for each council:
  - Charter of Human Rights and Responsibilities commitment
  - Information privacy commitment and complaints received
  - Legislation impacting council including changes during the year
  - Local Laws current at the time of the report
  - National Competition Policy annual statement of compliance.
3. From 2016-17 changes to sections 46GM and 46QM of the *Planning and Environment Act 1987* require councils to provide a report on infrastructure and development contributions if they are considered collecting or development agencies for levies and works in kind. In accordance with Ministerial Reporting Requirements, the report must be included in the report of operations contained in a council's annual report. The new tables included in the Statutory information section under Infrastructure and development contributions are aligned to these reporting requirements. In accordance with the new reporting requirements, a council must report annually on:
  - the levy amounts that it collects in a financial year through Development Contributions Plans and Infrastructure Contributions Plans;
  - any works-in-kind that it accepts in a financial year through Development Contributions Plans and Infrastructure Contributions Plans;
  - the total levy amounts it collected and the total works, services or facilities it accepted, and the total amount of levies it spent through Development Contributions Plans and Infrastructure Contributions Plans; and
  - the use made of any works-in-kind that it accepted and the expenditure of any levy it collected through Development Contributions Plans and Infrastructure Contributions Plans.

# Glossary

<b>Act</b>	means the <i>Local Government Act 2020</i>
<b>Annual report</b>	means a report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement
<b>Appropriateness</b>	means indicators or measures that provide users with sufficient information to assess the extent to which an entity has achieved a pre-determined target, goal or outcome
<b>Budget</b>	means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the council plan
<b>Council plan</b>	means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four year
<b>Financial performance indicators</b>	means a prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency
<b>Financial statements</b>	means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report
<b>Financial year</b>	means the period of 12 months ending on 30 June each year
<b>Governance and management checklist</b>	means a prescribed checklist of policies, plans and documents that councils must report the status of in the report of operations, covering engagement, planning, monitoring, reporting and decision making
<b>Indicator</b>	means what will be measured to assess performance
<b>Initiatives</b>	means actions that are one-off in nature and/or lead to improvements in service
<b>Major initiative</b>	means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget
<b>Measure</b>	means how an indicator will be measured and takes the form of a computation, typically including a numerator and denominator
<b>Minister</b>	means the Minister for Local Government
<b>Performance statement</b>	means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report
<b>Integrated strategic planning and reporting framework</b>	means the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act

<b>Regulations</b>	means the Local Government (Planning and Reporting) Regulations 2020
<b>Relevance</b>	means indicators or measures that have a logical and consistent relationship to an entity's objectives and are linked to the outcomes to be achieved
<b>Report of operations</b>	means a report containing a description of the operations of the council during the financial year and included in the annual report
<b>Services</b>	means assistance, support, advice and other actions undertaken by a council for the benefit of the local community
<b>Service outcome indicators</b>	means the prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved
<b>Service performance indicators</b>	means a prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes
<b>Strategic objectives</b>	means the outcomes a council is seeking to achieve over the next four years and included in the council plan
<b>Financial plan</b>	means a plan of the financial and non-financial resources for at least the next ten years required to achieve the strategic objectives in the council plan. It is also referred to as a long term financial plan
<b>Strategies</b>	means high level actions directed at achieving the strategic objectives in the council plan
<b>Sustainable capacity indicators</b>	means a prescribed set of indicators measuring whether councils have the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks into the future covering financial performance, capacity and governance and management

## References

Department of Jobs, Precincts and Regions (2022), *Local Government Performance Reporting Framework Indicator Guide*, State of Victoria, <https://www.localgovernment.vic.gov.au/council-innovation-and-performance/sector-guidance-planning-and-reporting>

Department of Jobs, Precincts and Regions (2022), *Local Government Better Practice Guide Report of Operations*, State of Victoria, <https://www.localgovernment.vic.gov.au/council-innovation-and-performance/sector-guidance-planning-and-reporting>

Department of Jobs, Precincts and Regions (2022), *Local Government Better Practice Guide, Performance Statement*, State of Victoria, <https://www.localgovernment.vic.gov.au/council-innovation-and-performance/sector-guidance-planning-and-reporting>

Department of Jobs, Precincts and Regions (2022), *Local Government Model Performance Statement*, State of Victoria, <https://www.localgovernment.vic.gov.au/council-innovation-and-performance/sector-guidance-planning-and-reporting>

Department of Jobs, Precincts and Regions (2022), *Local Government Better Practice Guide, Model Financial Report*, State of Victoria, <https://www.localgovernment.vic.gov.au/council-innovation-and-performance/sector-guidance-planning-and-reporting>